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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Rejustification of posts financed by the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
ASG	Assistant Secretary-General
AMISOM	African Union Mission in Somalia
ASEAN	Association of South East Asian Nations
AU	African Union
AUPST	African Union Peacekeeping Support Team
BOA	Board of Auditors
BONUCA	United Nations Peacebuilding Office in the Central African Republic
DDR	disarmament, demobilization and reintegration
DFS	Department of Field Support
DGACM	Department for General Assembly and Conference Management
DM	Department of Management
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
ERP	enterprise resource planning
EU	European Union
EUFOR	European Forces in Bosnia and Herzegovina
FS	Field Service
GIS	geographic information system
GS	General Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	general temporary assistance
IAAC	Independent Audit Advisory Committee
ICSC	International Civil Service Commission
ICT	information and communications technology
IMDIS	Integrated Management and Documentation Information System
IPSAS	International Public Sector Accounting Standards
INTERPOL	International Criminal Police Organization
IT	information technology

JIU	Joint Inspection Unit
LAN	local area network
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGS	National General Service
OAS	Organization of American States
OCHA	Office for the Coordination of Humanitarian Affairs
OCSS	Office of Central Support Services
ODS	Official Document System
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OPPBA	Office of Programme Planning, Budget and Accounts
OSG	Office of the Secretary-General
PCC	police-contributing countries
SS	Security Service
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Mission in Nepal

UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNIIIC	United Nations International Independent Investigation Commission
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNLB	United Nations Logistics Base at Brindisi, Italy
UNOTIL	United Nations Office in East Timor
UNOCI	United Nations Operation in Côte d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNMOVIC	United Nations Monitoring, Verification and Inspection Commission
UNOTIL	United Nations Office in Timor-Leste
UNPOS	United Nations Political Office for Somalia
UNTSO	United Nations Truce Supervision Organization
USG	Under-Secretary-General
WAN	wide area network

I. Introduction

1. In paragraph 28 of its resolution 63/287, the General Assembly took note of paragraph 45 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/63/841) and requested the Secretary-General to include in the rejustification of the totality of support account staffing requirements information on and an analysis of the following, taking into account the relevant legislative mandates:

(a) The lead agency, entity, department and/or office for major strands of activity and the scope of their respective responsibilities;

(b) Comprehensive assessment of the evolution of the support account;

(c) Related human resources funded from the regular budget and other sources of funding, including in other departments of the Secretariat, resources in field missions and, where relevant, the specialized agencies and funds and programmes;

(d) The impact of the requested resources with respect to the improvement of the administrative and financial management of peacekeeping operations;

(e) All functions covered by the proposed resources other than that of backstopping peacekeeping operations;

(f) The impact of information and communications technology initiatives, including related business process improvements, on enhancing productivity and on the level of resources requested;

(g) The outcome of business process improvements;

(h) Lessons learned from recent experience of operating the support account, including on the conversion of general temporary assistance positions.

2. In addition to the staffing table for each department/office and functional and organizational summaries at the department/office/division levels presented in A/64/697/Add.1 as part of the rejustification, a table comprising the following elements is included for each division/office in the present report:

(a) Description of the mandate/mission of the division/office consistent with the Secretary-General's bulletins on the organization of Secretariat departments;

(b) Authorized staffing establishment of the support account by grade level for 2009/10;

(c) Description of how the workload is distributed to achieve the mandate;

(d) Workload statistics or ratio of staff to clients served to demonstrate the overall staffing requirements;

(e) Other Secretariat entities performing similar functions and summary of fundamental differences between the mandated activities of the division/office and that of other entities performing similar activities.

II. Rejustification

A. Department of Peacekeeping Operations

1. Office of the Under-Secretary-General

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
Office of the USG/front office	2 Professional: 1 P-4 1 P-3 3 General Service: 1 GS (PL) 2 GS (OL) Total: 5 posts	**ST/SGB/2010/1** The front office is headed by a Special Assistant, who is accountable to the USG and works in close coordination with the Chief of Staff. The core functions of the front office are as follows: (a) Providing direct support to the USG in the performance of the full range of his/her functions (b) Providing policy advice and ensuring that his/her goals and priorities are reflected in the work of the Department (c) Consulting, negotiating and coordinating with other United Nations departments and offices and the broader United Nations system on matters of mutual concern (d) Providing a political and policy perspective on decisions emanating from the	The Special Assistant oversees the work of the front office in providing direct support to the USG in the full range of his/her functions. (The USG directs, manages and provides political and policy guidance and strategic direction to 15 active peacekeeping operations (including UNTSO and UNMOGIP funded through the biennial programme budget), 1 special political mission funded through the programme budget and planning for the support of the African Union Mission in Somalia; advises the Secretary-General on all matters related to peacekeeping and other operations managed by DPKO; directs and approves policy development; promotes and maintains strategic partnerships; directs senior management in DPKO; and, directs the USG for Field Support on all peacekeeping-related matters)	Total number of briefings to the Security Council, General Assembly and legislative bodies 2008/09: 45 2009/10: 45 Total number of meetings/briefings to Member States, regional organizations and groups of friends/contact groups 2008/09: 301 2009/10: 260 Total number of visits to peacekeeping missions, troop- and police-contributing countries and other Member States 2008/09: 28 2009/10: 22 [Note: anticipated reduction in numbers of meetings/briefings and field visits from 2008/09 to 2009/10 due to change in USGs and temporary increased need for introductory meetings, briefings and field missions for incoming USG in the 2008/09 period]	The immediate office of the USG is similar to that of other such offices in various departments in the Secretariat

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences or activities
		Department and from the Secretary-General (e) Drafting and revising speeches, statements and articles on behalf of the USG (f) Providing substantive and policy support to the Special Committee on Peacekeeping Operations (g) Undertaking quality assurance for the products and services provided by DPKO	1 P-4 Political Affairs Officer supports the USG on matters related to the political direction, policy and the management of peacekeeping operations and serves as the focal point for the Special Committee on Peacekeeping Operations 1 P-3 Political Affairs Officer monitors political developments in DPKO areas of operation and provides relevant information for the USG's decision-making, facilitates interdepartmental coordination on political and policy issues, and prepares meeting materials for the Secretary-General, Deputy Secretary-General and the Under-Secretary-General, records decisions and assists with follow-up action as required 1 GS (PL) provides immediate administrative and secretarial support to the USG 2 GS (OL) provide immediate administrative, secretarial and programming support to the Special Assistant and		

Office Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
			the Political Affairs Officers		
Office of the USG/front office	7 Professional 1 D-2 1 P-5 1 P-4 4 P-3 6 GS (OL) Total: 13 posts	The Office of the Chief of Staff is headed by the Chief of Staff, who is accountable to the Under-Secretaries-General for Peacekeeping Operations and Field Support. The core functions of the Office of the Chief of Staff are as follows: (a) Ensuring that DPKO and DFS work in an integrated manner (b) Coordinating, monitoring and overseeing the internal management of DPKO, as well as developing, advising on and promoting policies and guidelines on management issues on behalf of and as directed by the Under-Secretaries-General for Peacekeeping Operations and Field Support (c) Providing policy and strategic advice to the Under-Secretaries-General for Peacekeeping Operations and Field Support on safety and security matters related	The Chief of Staff (D-2) is responsible for ensuring the seamless functioning of DPKO and DFS and leads or directs and oversees the work of the Office on management, programme management, reform/change management, information management, situational awareness on developments affecting United Nations peacekeeping, policy advice on safety and security issues related to peacekeeping and the facilitation of crisis response for DPKO and DFS 1 P-5 Senior Programme Officer coordinates programme management and reform/change management activities and initiatives and undertakes related special projects, develops or coordinates policy and other guidance related to programme management and broader management issues 1 P-3 Political Affairs Officer prepares coordinates interdepartmental meetings on cross-	Total number of documents registered and tasked by correspondence team: 2008/09: 6,339 2009/10: 6,405 Total number of documents registered and tasked by records management team, including code cables: 2008/09: 6,789 2009/10: 6,851 Total number of business processes improvement projects completed, using the Lean Six Sigma methodology (coordination of 26 projects, completion of 4 projects): 2008/09: 20 2009/10: 30 Total number of results-based-budgeting frameworks and performance reports developed and reviewed (strategic framework, regular budget, support account budget, compacts): 2008/09: 17 2009/10: 46	

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
		to operations led by DPKO and coordinating daily interaction with the Department of Safety and Security (d) Leading the development of the programme management plan and results-based-budgeting frameworks for DPKO, as well as the related monitoring, evaluation and reporting activities (e) Leading or overseeing the development and implementation of the reform and change management and process improvement plans of DPKO and DFS (f) Providing direction and leadership on information management issues, including chairing the joint Information Management Committee of DPKO and DFS, issuing guidance and governance policy on information management issues and setting priorities for information management solutions for operations led by DPKO (g) Coordinating with executive bodies and	cutting issues; records and follows up on decisions taken; and manages the flow of all correspondence and communications to and from the USG/DPKO 1 P-4 Information Management Officer manages the Information Management Unit and advises the Chief of Staff on information management issues, and leads/coordinates and oversees all information management-related projects. The Unit comprises 2 P-3 Information Management Officers, who undertake information management projects, and 1 P-3 Administrative Management Officer, who manages all records management and archival activities for the Offices of the Under-Secretaries-General for Peacekeeping and Field Support and supervises the work of the 2 GS (OL) Information Management Assistants and 3 GS (OL) Correspondence Assistants 1 GS (OL) is responsible for the overall administration of the Office of the Chief of	Total volume of records destroyed or transferred off site: 2008/09: 2,000 linear feet 2009/10: 1,000 linear feet [Note: Reduction in the numbers anticipated as a result of gradual increase in understanding of organizational records retention schedules after 2008/09 first comprehensive review of all DPKO/DFS records, coordinated by the Office of the USG, for Peacekeeping Operations, Information Management Unit, in the context of the capital master plan] Total number of daily visits to the peace operations Intranet: 2008/09: 8,100 2009/10: 9,135 Total number of integrated operational team members trained on use of the web-based collaboration tool: 2008/09: 125 2009/10: 222 Total usage of online subscription databases: 2008/09: 66,163 2009/10: 72,779	

Office/Division	Support account staffing establishment by grade/level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
		committees (h) Managing and archiving the substantive business records of the Offices of the Under-Secretaries-General for Peacekeeping Operations and Field Support and archiving the records of the Office of the ASG for Operations within DPKO	Staff and provides programme support to the officers in the Office		
Office of the USG/Public Affairs Section	3 Professional: 1 P-5 1 P-4 1 P-2 2 GS (OL) Total: 5 posts	The Public Affairs Section is headed by a Senior Media Relations Officer, who is accountable to the Chief of Staff and works in close coordination with the Special Assistants to the Under-Secretaries-General for Peacekeeping Operations and Field Support. The Senior Media Relations Officer provides direct advice to the Under-Secretaries-General on public information matters, as required The core functions of the Public Affairs Section are as follows: (a) Managing media relations, publicity and external relations, including the development and implementation of	The Senior Media Relations Officer (P-5) serves as spokesperson and the media relations officer for DPKO and DFS and advises both Departments and leads/coordinates and oversees public information and communications issues activities. The Section comprises 1 P-4 Public Information Officer, who serves as the external relations focal point, promoting United Nations peacekeeping and supporting the Senior Media Relations Officer in media relations activities; and 1 P-2 Associate Public Information Officer, who is responsible for media monitoring and analysis, as well as special projects. The 2 GS (OL)	Total number of public briefings/outreach activities on United Nations peacekeeping, including (presentations on peacekeeping issues at conferences, seminars and other public forums — managed for the Department) 2008/09: 413 2009/10: 400 Total number of media interviews and background briefings organized or conducted 2008/09: 73 2009/10: 250 Total number of press briefings organized 2008/09: 5 2009/10: 6 Total number of stories, articles posted on iSeek, DPKO/DFS Intranet, etc	D[illegible] provides strategic and policy guidance for information operations in the field, provides technical clearance for public information candidates and assists DPKO in providing support and backstopping to public information components in the field. DPKO manages departmental (DPKO/DFS) media relations, representational activities, outreach and internal relations at headquarters, provides backstopping to public information components in the field, ensures the early deployment of appropriate public information staff and all necessary equipment, and develops standard operating procedures and

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		communications plans and campaigns and representational activities (b) Managing corporate messaging and internal communications (c) Supporting the public information components of Department-led operations, in cooperation with the DPI and DFS	staff provide administrative support and programme assistance, including coordination of representational and outreach activities	and op-ed pieces prepared on peacekeeping and related issues 2008/09: 50 2009/10: 90 Total number of daily press clippings 2008/09: 250 2009/10: 250 Total number of exhibits organized 2008/09: 1 2009/10: 2 Total number of technical assessment missions to DPKO-led operations 2008/09: 1 2009/10: 1	guidelines for public information components in the field, in accordance with DPI-issued strategic and policy guidance The lead role for the coordination of technical assessment missions and mission concept of operations depends on availability and is determined by the Public Information Working Group in the Secretariat, co-chaired by DPI and DPKO/DFS
Office of the USG/Situation Centre	24 Professional: 1 D-1 2 P-5 5 P-4 13 P-3 3 P-2 4 GS (OL) Total: 28 posts	The Peacekeeping Situation Centre is headed by a Chief, who is accountable to the Chief of Staff The core functions of the Peacekeeping Situation Centre are as follows: (a) Serving as the information hub for the Executive Office of the Secretary-General, DPKO and DFS and providing situational awareness through the monitoring of developments in	The front office (D-1, 2 P-5, 2 GS (OL)) is responsible for leadership, external liaison coordination, policy development, personnel, budget and training. The Operations Room operates round the clock, with 2 coordinators (P-4), 14 Operations Officers (11 P-3, 3 P-2) and 1 GS (OL) and is responsible for maintaining situational awareness, supports Joint Operations Centre policy and its implementation and facilitation of	– 40 briefings to troop- and police-contributing countries on operational developments in DPKO operations. 27 ad hoc and regular briefings provided to troop- and police-contributing countries through the Special Committee on Peacekeeping Operations and individual briefings. – 251 daily reports on 24/7 situational awareness as the information hub for peacekeeping	DSS Situation Centre: 10 Communications Centre staff, 8 threat and risk staff, 4 crisis management support staff, 12 Peacekeeping Operations Support Section staff The DSS Communications Centre provides a global 24/7 internal alerting and response facility for security-related matters in order to support field and Headquarters locations

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		operations led by DPKO and the DPA and in other areas of interest through the delivery of daily and ad hoc reports and briefings to decision makers (b) Conducting research and preparing specialized information products related to incidents and trends that may affect current and potential operations in collaboration with partners within the United Nations system (c) Providing technical policy guidance and support to field-level Joint Operations Centres and Joint Mission Analysis Centres in Department-led operations, in particular through the chairing of the joint support group of the Centres (d) Coordinating the development of guidance and standard operating procedures concerning reporting, crisis response and crisis management for Department-led operations (e) Facilitating Headquarters crisis response for Department-led operations to ensure	Headquarters crisis response. The Rule of Law Unit (2 P-4, 1 P-3) provides research and analysis, supports Joint Mission Analysis Centre policy and its implementation and provides regular operational briefings to Member States. The Information Management Unit (1 P-4, 1 P-3 and 1 GS (OL)) develops and maintains stand-alone information management tools and services, provides guidance and training, coordinates network support and develops data collection mechanisms to support the work of the Situation Centre	operations, monitoring and reporting on developments in DPKO operations and other areas of interest, including daily and ad hoc written reports and verbal briefings – 144 flash reports provided on incidents occurring in all areas of peacekeeping operations	DPKO Situation Centre covers political as well as security developments. The DSS Crisis Coordination Centre serves as the focal point for the coordination of security operations undertaken in response to a crisis or emergency situation

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		an integrated operational approach at Headquarters and in the field (f) Maintaining and developing external relations with the situation and operations centres of United Nations entities and regional organizations			
Office of the USG/ Executive Office	5 Professional: 1 D-1 1 P-5 1 P-4 2 P-3 10 General Service: 1 GS (PL) 9 GS (OL) Total: 15 posts	**ST/SGB/1997/5** The Executive Office assists the head of the department, programme managers and staff members, in carrying out the financial, personnel and general administrative responsibilities delegated by the USG for Administration, including the following: (a) Providing the support needed to programme managers to assist them to formulate the drafts of the proposed programme budget and financial performance reports, and assisting the head of the department, to complete coordinated submissions to the Department of Management (b) Certifying the incurring of obligations and expenditures against the funds allocated to	The Executive Officer oversees the work of the office in providing financial, budgetary, personnel and administrative support to DPKO, DFS, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict and the Peacebuilding Support Office. The front office consists of 1 D-1 and 1 GS (OL) Secretary The Human Resources/ Recruitment Team is responsible for providing human resources administrative support to the staff members of the above offices. This includes responsibility for the processing of required personnel action forms, overseeing the exercise of delegated authority in areas such as the granting of special post allowances and	Total number of staff members administered: 2008/09: 907 2009/10: 920 (includes 58 regular budget posts) Ratio of staff to clients served: Personnel: 1 Officer — 230 1 GS (OL) — 153 Recruitment: 1 Officer — 920 1 GS (OL) — 920 Budget/Finance and Administration: 1 Officer — 460 1 GS (OL) — 307 The above statistics do not include personnel under GTA funding nor do they reflect staff being supported in the Office of the Special Representative of the Secretary-General for	Executive Office counterparts are: • Stakeholders are OHRM and OPPBA • Clients are DPKO, DFS, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict and Peacebuilding Support Office programme managers and staff members Summary of the fundamental difference between DM/OHRM functions with respect to human resources functions: OHRM: the ASG exercises its authority under the staff regulations and rules in the administration of all matters not reserved for the Secretary-General that are required to be decided centrally in the context of their overall

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		the department, in line with the Financial Regulations and Rules and related administrative instructions and allotment advices (c) Providing the support needed by the head of the department and programme managers in carrying out their responsibilities under the Staff Regulations and Rules and related administrative instructions in filling vacancies, promoting staff and other staff functions (d) Providing the support needed by the head of the department and programme managers in appraising staff members of the department in accordance with applicable rules on performance appraisal (e) Assisting staff members of the department and/or their dependants in obtaining entitlements including those from the United Nations Joint Staff Pension Fund (f) Liaising with the Office of Human	home leave approval, as well as the monitoring of recruitment within the Department. The Team comprises 1 P-5, 2 P-3, 1 GS (PL) and 7 GS (OL). In addition, 1 Personnel Officer at the P-4 level is funded under the regular budget The finance/budget and administration team provides financial support to the above offices primarily through the monitoring of approved allotments, trust fund administration, certification of expenditures and its role in the budget preparation and review cycle. In doing so, the office ensures that matters requiring the attention of programme managers are brought promptly to their attention. The office provides guidance to programme managers, and where required, to staff on the applicable financial regulations and rules. The team is composed of 1 P-4 and 1 GS (OL) Additionally, 3 posts are funded under the extrabudgetary overhead account (1 P-3 and 2 GS (OL))	Children and Armed Conflict and the Peacebuilding Support Office	policy implications and the interpretation of the regulations and rules and the granting of exceptions to the rules The executive offices exercise authority under the regulations and rules in the assignment of staff within the departments, the application of the mandatory terms of the staff rules and the exercise of discretionary decisions under the rules for which authority has been expressly delegated by OHRM

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		Resources Management, the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services on personnel, financial and other services on behalf of the Department			
		(g) Carrying out other official administrative duties as assigned by the head of the Department			

2. Office of Operations

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Operations/ New York	50 Professional: 1 D-2 3 D-1 9 P-5 20 P-4 12 P-3 5 P-2 18 GS (OL) Total: 68 posts Office of the ASG: 2 P-4 1 P-3 2 GS (OL) Africa I Division: 1 D-1 3 P-5 6 P-4 2 P-3 1 P-2 4 GS (OL) Africa II Division: 1 D-2 1 D-1 1 P-5 4 P-4 4 P-3 1 P-2 3 GS (OL)	**ST/SGB/2010/1** The Office of Operations is headed by the ASG for Peacekeeping Operations, who is accountable to the USG. In view of the integrating role of the Office of Operations, the ASG serves as Deputy to the USG. The ASG is responsible for advising the USG on political, cross-cutting strategic, mission-specific and integrated operational issues; briefing the Security Council and other intergovernmental bodies as required; ensuring the development and effective implementation of overarching integrated strategies for Department-led operations and the provision of political direction and integrated operational support to those operations; and contributing to the generation of political, financial and material support among Member States, regional organizations,	The Office of Operations is headed by an Assistant Secretary-General (regular budget-funded post). The ASG is supported by a Personal Assistant (regular budget post). The front office of the ASG for Peacekeeping Operations includes staff (1 P-5, 1 P-4, 1 P-3, 2 GS (OL)) who directly assist and advise the ASG, provide advice on and facilitate the implementation of key policies, and ensure quality assurance for the services and products provided by the Office of Operations. The front office also has an integrated mission planning process capacity (1 P-4, 1 GS (OL)) that develops guidance on, facilitates implementation of and develops relevant training. The 15 peacekeeping operations (including UNTSO and UNMOGIP), support for the AMISOM and 1 special political mission are divided among the 4 divisions in the Office of Operations, largely	Number of Secretary-General's reports to the Security Council: 2007/08: 51 2008/09: 47 Number of letters from the Secretary-General to the President of the Security Council: 2007/08: 52 2008/09: 47 Number of briefings given to troop- and police-contributing countries: 2007/08: 31 2008/09: 41 Number of oral briefings to the Security Council: 2007/08: 47 2008/09: 50 Number of substantive notes to advise the Secretary-General and other senior officials for their interactions with the Security Council and other stakeholders: 2007/08: 193 2008/09: 155 Mission planning processes completed in line with mission priorities:	While the roles of Political Affairs Officers in the 2 Departments have some similarities, for example as regards servicing the Secretary-General and assisting him in fulfilling his reporting obligations to the Security Council, there are clear differences. DPKO Political Affairs Officers strategize and focus on the implementation of tasks mandated by the Security Council in DPKO-led operations and perform significant operational and coordination tasks, including with troop- and police-contributing countries and the rest of the United Nations system, in order to support these operations. Many peacekeeping operations are multi-dimensional, and the DPKO Political Affairs Officers assist in integrating these various activities. DPKO Political Affairs Officers not only perform traditional political functions, but are also heavily involved in the day-to-day operational

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
	Asia and Middle East Division: 1 D-1 3 P-5 4 P-4 4 P-3 2 P-2 5 GS (OL) Europe and Latin America Division: 2 P-5 4 P-4 1 P-3 1 P-2 4 GS (OL)	non-governmental organizations, think tanks, academia and the media for planned and deployed operations and for peacekeeping in general **Office of the Assistant Secretary-General** The Office of Operations comprises the Office of the ASG and 4 regional Divisions The core functions of the Office of the ASG are as follows: (a) Assisting and advising the ASG in carrying out his/her duties; (b) Providing advice on and facilitating the implementation of key policies, including the integrated mission planning process, and ensuring that related technical guidance and training capacity are provided (c) Ensuring quality assurance for the services and products provided by the Office of Operations including, in particular, proper integration or coordination and compliance with timelines	along regional lines: Africa I Division comprises operations in the Sudan (UNMIS and UNAMID), Chad and the Central African Republic (MINURCAT), and the African Union Peacekeeping Support Team; Africa II Division covers peacekeeping operations in West Africa (UNOCI and UNMIL), and the Great Lakes region (MONUC); the Asia and Middle East Division covers operations in Asia (UNMOGIP and UNMIT) and the Middle East (UNIFIL, UNDOF, UNTSO) and Afghanistan (UNAMA); and the Europe and Latin America Division covers missions in Europe (UNMIK, UNFICYP) and in Haiti (MINUSTAH). Each Division is headed by a D-2 Director (3 of which are regular budget posts). The Director is responsible for the provision of strategic advice and support to the USG/DPKO and ASG for Operations in planning and managing operations under his/her purview. Each Director oversees the work of all	2007/08: 7 2008/09: 7 Integrated planning for potential or adjusted peacekeeping operations: 2007/08: 8 2008/09: 5 Conduct of integrated and/or issue-specific assessments for potential or adjusted peacekeeping operations: 2008/09: 61 2008/09: 60 Peacekeeping missions develop annual plans in accordance with strategic guidance: 2007/08: 18 2008/09: 16 Planning/ implementation of bilateral or multilateral field programmes in collaboration with peacekeeping partners: 2007/08: 16 2008/09: 18 Coordinated task forces and working groups with internal and external partners: 2007/08: 12 2008/09: 18	activities related to mission planning and management, security management and crisis management, as well as in coordinating and integrating political, civilian, military, police, administrative and logistical activities and objectives. DPA Political Affairs Officers who deal with multi-dimensional missions, such as UNAMI and UNMIN, perform similar tasks. However, most DPA Political Affairs Officers do not have such operational tasks. They perform a wide spectrum of other tasks related to monitoring the situation in various countries and wider regional political issues as well as conflict prevention, mediation, post-conflict peacebuilding, etc. The political capacity of DPA and the views and contributions of that and other departments and offices such as OCHA will be drawn upon by the integrated operational teams, including through the integrated mission task forces and related

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		Regional divisions The regional divisions, namely, the Africa I Division (East and Central African region and the African Union Peacekeeping Support Team), the Africa II Division (West Africa and Great Lakes region), the Asia and Middle East Division and the Europe and Latin America Division, are composed of integrated operational teams Each of the regional divisions is headed by a Director, who is accountable to the ASG for Peacekeeping Operations The core functions of the regional divisions are as follows: (a) Developing overarching integrated strategies, including through integrated mission task forces, and providing strategic direction on cross-cutting, mission-specific and political issues and day-to-day operational support to Department-led operations, including guidance on policy and operational issues	integrated operational teams within his/her regional division and is supported by a P-2 Special Assistant and 1 GS (OL). The divisions are made up of integrated operational teams led by a team leader at the D-1 or P-5 level, and consists of political affairs, military, police, administrative and logistics officers Military, police, administrative and logistics officer posts are authorized under their parent units There are 8 integrated operational teams across the divisions. The breakdown of the team leaders is as follows (3 of the 6 D-1 Principal Officers are regular budget posts): **Africa I** D-1: Sudan integrated operational team (UNMIS, UNAMID) D-1: AUPST (MINURCAT) **Africa II** D-1: West Africa integrated operational team (UNMIL, UNOCI)		interdepartmental working groups, of which the integrated operational teams will form a central part. The creation of integrated operational teams should significantly strengthen integrated mission task forces and related working groups, which will remain the central vehicle for system-wide integration as regards peacekeeping operations. DPA will continue to make important contributions to the work of these groups, inter alia, in the form of its in-depth knowledge of the political situation in individual countries and of wider regional issues, as well as in terms of expertise in areas such as conflict prevention, mediation, electoral assistance, post-conflict peacebuilding, etc. Similarly, consideration should also be given to establishing integrated operational teams or related structures in DPA for UNAMI and UNMIN if DPA maintains the lead on these complex, multi-dimensional operations. DPKO and DFS would also

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(b) Coordinating with other offices within DPKO and DFS, as well as other departments, agencies, funds and programmes and regional entities, to advance the implementation of the mandates and political objectives set by the Security Council for Department-led operations (c) Devising, promoting agreement on and implementing integrated solutions to the political and operational challenges of Department-led operations and supporting them vis-à-vis the parties to the conflict and other interested parties, and conveying relevant concerns to Member States and other relevant partners, and vice versa (d) Leading the integrated planning process for new Department-led operations and coordinating transitions as well as consolidation and exit strategies in existing operations through the provision of overall political,	D-1: Great Lakes integrated operational team (MONUC) **Asia and Middle East** D-1: Asia integrated operational team (UNMOGIP and UNMIT) P-5: Middle East integrated operational team (UNIFIL, MINURSO, UNTSO, UNDOF) D-1: Afghanistan (UNAMA) **Europe and Latin America** P-5: Haiti (MINUSTAH) P-5: Europe integrated operational team (UNMIK, UNFICYP) The integrated operational team leaders are responsible for providing integrated operational, including political, guidance and support to peacekeeping operations and relevant special political missions under his/her purview on day-to-day, cross-cutting, mission-specific issues. The leader leads and manages the interdisciplinary team and is the first reporting officer of the staff under		participate in DPA-led integrated mission task forces or related working groups on DPA-led missions. DPA will require additional resources

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		strategic and operational frameworks, the development of options for courses of action, leadership of assessment missions to the field, liaison and coordination with relevant partners and Member States and the coordination and integration of inputs from within the Department and with DFS, into a mission concept for approval by the Security Council (e) Fulfilling the reporting obligations of the Secretary-General to the Security Council for Department-led operations In so doing, the regional divisions draw on the expertise of other areas within DPKO and DFS, as well as United Nations system partners including the DPA, the Office for the Coordination of Humanitarian Affairs and the United Nations Development Programme, as appropriate **Integrated operational teams** Each integrated operational team is	his/her purview. Each team leader is supported by 1 GS (OL) The allocation of Political Affairs Officers (P-5 to P-2) in support of the missions is based on standards derived from the Brahimi report. The political complexity and instability of the security situation in the missions under the purview of the Office of Operations is well established (2006: UNOTIL; 2006: UNIFIL; 2008: UNOMIG). MINURSO, UNTSO, UNDOF, UNFICYP, UNMOGIP and UNMIK have each been allocated 1 or 2 Political Affairs Officers. UNOCI, UNMIL, MINURCAT and UNMIT have each been allocated 2 or 3 Political Affairs Officers. UNIFIL, UNAMA, MONUC, UNMIS, UNAMID and MINUSTAH have each been allocated a minimum of 3 Political Affairs Officers providing direct support. 2 GS (OL) are allocated to each of the Divisions to support the Political Affairs and Specialist		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		headed by a team leader, who is accountable to the respective regional Director. The integrated operational teams consist of political, military, police and support specialist officers and are supported by specialized functional areas within the Office of Rule of Law and Security Institutions and the Policy, Evaluation and Training Division, as needed	Officers (military, police, administration and logistics)		
		The core functions of the integrated operational teams are the following:			
		(a) Serving as a principal entry point for political as well as integrated planning and integrated operational issues of a mission-specific, cross-cutting nature for the peacekeeping and special political missions under their purview and for troop- and police-contributing countries, Member States and other relevant partners			
		(b) Providing or coordinating day-to-day political and integrated operational guidance			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summaries of differences in activities*
		and support to Department-led operations under their purview on mission-specific issues that cut across specialized functions, including the implementation of political and integrated mission strategies in support of mandate implementation (c) Ensuring the resolution of operational issues and monitoring the implementation of relevant mission plans (d) Conducting the integrated review of the operational resource requirements for Department-led operations under their purview, while responsibility for specialized policy and technical support related to the budget remains with the specialized functional areas in the Department of Management and DFS, respectively			
Office of Operations/ African Union Peacekeeping Support Team	**AUPST-New York:** 2 Professional: 1 P-5 1 P-4 Total: 2 posts	In accordance with document A/60/727, the African Peacekeeping Support Team implements a comprehensive programme of support to African peacekeeping	The programme of support to the AU peacekeeping capacity has significantly increased as a result of the implementation of the various projects relating to the	Input to S/2008/186 Reports: A/63/666-S/2008/813 A/63/359-S/2009/470 Briefings to C-34 2007, 2008, 2009	DPA leads on the peace and security cluster of the 10-year capacity-building programme; DPA and the DPKO Situation Centre support the AU early warning systems; DPA and the

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
	AUPST-Addis Ababa: 6 Professional: 1 P-5 3 P-4 2 P-3 2 GS (OL) Total: 8 posts	capacities in close liaison with the rest of the United Nations and with external partners, including the African Union; and delivers appropriate technical expertise directly to the African Union Peace and Security Department in Addis Ababa and provides guidance and assistance on cross-cutting issues such as doctrine and training, as well as coordinate with the United Nations on the provision of support to African capacities through a small cadre of personnel at Headquarters	development of African long-term peacekeeping capacity-building The Team provides technical advice in the development of the African Standby Force in the following areas: military and police aspects; logistics and financial management; as well as communication and information technology systems The AUPST in New York reports to the Director (D-1) and currently comprises 1 P-5 Team leader and 1 P-4 Political Affairs/Coordination Officer It is responsible for overseeing the delivery of technical advice and expert support to the AU Peace Support Operation Division; coordinating with DFS, DPA and United Nations agencies with regard to support to the AU in the area of peace and security and the development of the African peace and security architecture; maintaining Headquarters liaison activities with other	Training workshops/ seminars 2008: 86 2009: 66	DFS Cartographic Section support the AU border programme. Additional expertise and/or resources required are drawn from existing capacities in the relevant functional division of the DPKO and coordinated by the unit in New York. These include training support capacity for the senior mission leadership courses drawn from the Policy, Evaluation and Training Division

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
			capacity-building partners, such as the European Union and Group of Eight in the African peacekeeping area; preparing briefings and reports for United Nations legislative bodies		
			The Addis Ababa-based component of AUPST reports to the Africa I Division and consists of 1 P-5, 3 P-4, 2 P-3 and 2 GS (OL). It works in close consultation with the team in New York and is responsible for providing advice on developing peacekeeping capacity directly to the AU Commission, primarily to its Peace Support Operations Division. The team's composition reflects the priority areas in which the AU Commission requested support for the development of the African Standby Force. In addition to providing support to the AU Commission, the team coordinates with other United Nations peace and security components and with capacity-building partners based in Addis Ababa		

3. Office of Military Affairs

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Military Adviser	11 Professional: 1 D-2 1 D-1 1 P-5 7 P-4 1 P-3 2 GS (OL) Total: 13 posts	**ST/SGB/2010/1** The core functions of the Office of the Military Adviser are as follows: (a) Providing technical advice to the heads of the military components of Department-led operations, including analysis of specific military plans and operations, and to new troop-contributing countries participating in operations led by DPKO and missions led by DPA (b) Supervising and coordinating the activities of the services in the Office of Military Affairs, including human resources management; development of strategies, operational and contingency plans, programme management plans, policy papers, doctrine, technical guidance and military directives to support Department-led operations, Member States and the Secretariat in the planning and conduct of	Office of the Military Adviser: The Deputy Military Adviser (D-2), in support of the Military Adviser, provides military advice to DPKO and DFS USGs, gives strategic guidance to all heads of military components, represents DPKO at Ministry of Defence-level meetings with Member States. They are supported by 2 Special Assistants (1 P-5 and 1 P-4), a Planning Officer (1 P-4), 2 GS (OL) staff assistants Liaison activities: The Military Adviser and Deputy Military Adviser oversee the liaison activities of the Office with regional organizations and humanitarian agencies to increase peacekeeping partnership and improve civil-military coordination in the peacekeeping missions. This work is conducted mainly by 2 P-4 Liaison Officers, who liaise with Member States, humanitarian organizations and	Strategic guidance to all heads of military components of peacekeeping operations Military advice to USG DPKO and through him/her to USGs of DFS and DPA, Secretary-General, Security Council Military advice and discussion on peacekeeping operations with all Member States, Military Advisers or Counsellors in charge of peacekeeping matters in all permanent missions Briefing of Security Council, General Assembly, Special Committee on Peacekeeping Operations Development of training module for Civil-Military Coordination Officers in peacekeeping operations Consultation mechanism with peacekeeping partners, such as AU, EU, OAS and NATO, and other United Nations funds and programmes Support account budget submissions, monitoring	There are no other Secretariat entities performing similar functions

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Department-led operations inputs to budgetary processes and reports of the Secretary-General; and coordination of official military visits, meetings, briefings and presentations (c) Overseeing the selection and rotation of senior military appointments in Department-led operations, in close coordination with the Office of Operations, DFS and DPA, and managing the selection and rotation of Senior Military Liaison Officers and Military Liaison Officers that form part of the integrated operational teams, in coordination with the Office of Operations (d) Directing the preparation of Senior Military Liaison Officers and Military Liaison Officers for their role in integrated operational teams through structured induction and on-the-job training in the Office of Military Affairs and subsequently empowering and	regional organizations (e.g., EU, AU, OAS and ASEAN) on existing and potential areas for cooperation Front office coordinating activities: The Chief of Staff (D-1) oversees the work of the Office, supervises and coordinates the work of 3 Chiefs of Service and 2 Senior Officers who lead 2 teams in the front office. He/she coordinates the work of the 3 Services and oversees the staffing and budget of the Office. The front office consists of the Chief of Staff (D-1), Special Assistant (1 P-4), Legal Officer (1 P-4), Planning Officer (1 P-4) and Administrative Officers (1 P-4 and 1 P-3) and has 1 GS (OL) Secretary	of implementation and performance reporting Manage the 116 staff of the Office of Military Affairs, 6 Officers embedded in DFS and 13 Officers assigned to integrated operational teams Manage the annual recruitment campaign for the 111 seconded active military posts	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		supporting their functioning in the teams through the provision of information and policy and technical guidance on military issues (e) Undertaking quality assurance for the products and services provided by the Office of Military Affairs			
Policy and Doctrine Team	3 Professional: 1 P-5 2 P-4 Total: 3 posts	**ST/SGB/2010/1** Providing support for the development of peacekeeping-related system-wide frameworks and doctrines, creating departmental policies and standard operating procedures, developing capabilities for the military components of Department-led operations and military personnel in missions led by DPA and acting as focal point for liaison with military elements of international and regional organizations and for civil-military coordination with humanitarian agencies and United Nations agencies, funds and programmes	The Policy and Doctrine Team is lead by a Senior Policy and Doctrine Officer (P-5) and has 2 Military Officers (P-4). The Team is supplemented by 2 Military Officers (P-4) from the Military Planning Service and is made up of 2 cells. The proposed redeployment of those 2 posts has been included in the 2010/11 support account budget Military Policy Development Cell: 2 P-4 Military Doctrine and Capability Cell: 2 P-4 The Senior Policy and Doctrine Officer supervises the 4 Officers (P-4), advises the Military Adviser on policy and doctrine issues and prepares reports or briefing notes when required	The team reviews guidelines and policy papers developed by other United Nations entities and peacekeeping partners, policy think tanks, with impact on the operations of military components in field missions 2009/10 – Guidelines on denial/destruction of contingent-owned equipment – DPKO/DFS concept note on robust peacekeeping; foundations for more responsive military support to peacekeeping operations; guidance note for military components on protection of civilians; modern technology for improved situational awareness in	There are no other Secretariat entities performing similar functions

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			Military Policy Development Cell Military Policy Development Officers are responsible for reviewing existing policies and effecting amendments on provisions deemed no longer responsive to the requirements of the United Nations in contemporary peacekeeping operations. They contribute specialized input to the development of policies and procedures at field missions, particularly as they relate to the coordination and management of military operations undertaken by the joint operations centres, joint logistics centres and joint mission analysis centres **Military Doctrine and Capability Cell** Military Operational Capability Development Officers are primarily responsible for reviewing and analysing existing and evolving operational military capabilities with a view to considering their introduction at United	peacekeeping operations 2008/09 Position note on protection of civilians; modern technology for improved situational awareness in peacekeeping operations; gender guidelines for military peacekeepers 2010/11 – Guidelines for the testing of operational readiness of military components and military headquarters of field missions; for military components on robust peacekeeping; for military components on the protection of civilians; for military components on the implementation of Security Council resolutions 1820 (2008) and 1888 (2009) on the protection of women and children from sexual violence and 1325 (2000) on gender mainstreaming; for peacekeeping operations and Member States on capability	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			Nations field missions. The work of this cell focuses on: military combat, reconnaissance and surveillance capabilities; military logistical and communication capabilities; engineering, aviation; and review of the employment of these military capabilities at specific field missions with a view of identifying operational trends, tactics, techniques and procedures that will maximize current military capabilities	development of military components – Position paper to the Contingent-Owned Equipment Working Group on topics such as situational awareness, logistics, accommodation and ammunition	
Assessment Team	12 Professional: 1 P-5 7 P-4 4 P-3 Total: 12 posts	Gathering, analysing and assessing information on the military situation in the areas of Department-led operations and military threats to current and potential operations, in close coordination with Department-led operations, the Peacekeeping Situation Centre, integrated operational teams and the Department of Safety and Security	The Team consists of a Senior Assessment Officer (P-5) and 13 Assessment Officers (7 P-4 and 4 P-3) The Team reflects the regional structures in DPKO ensuring a direct supporting link for all matters related to military information analysis and is organized into 4 regional military analysis cells: Africa I Cell: 2 P-4 and 2 P-3 posts Africa II Cell: 2 P-4 and 1 P-3 posts	Development of standing critical information requirements for each peacekeeping operation Updated assessments of threats to military operations in 15 peacekeeping operations Maintain a direct technical link to the military components of the 15 peacekeeping operations, 2 DPKO-led and 6 DPA-led special peacekeeping missions in order to collate and analyse military information	There are no other Secretariat entities performing similar functions

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			Asia and Middle East Cell: 2 P-4 posts Europe and Latin America Cell: 1 P-4 and 1 P-3 posts Assessment Officers develop long-term information requirements and assessments in support of the strategic and operational-level objectives of the Military Adviser, the Military Planning Service and the integrated operational teams, focusing on the regions and areas of operation of specific missions. The officers collate data and conduct analysis of the operating environment and the prevailing military and security threats to United Nations peacekeeping operations, and assist in the development of recommendations on the information requirement priorities. The team will incorporate mission-specific analyses into broader regional contexts. In crisis situations, the Officers prepare operational and strategic-level threat analysis and responses to critical information requirements		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Force Generation Service	21 Professional: 1 P-5 16 P-4 4 P-3 8 GS (OL) Total: 29 posts	The Force Generation Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises a force generation team, a standby arrangements team and a military personnel team The core functions of the Force Generation Service are as follows: (a) Acting as the principal military point of contact with troop-contributing countries and, in close liaison with Member States, integrated operational teams and other appropriate entities in DPKO, DFS and DPA, conducting the force generation process, including the generation and rotation of all military contingents and individuals, and supporting the selection process for senior United Nations military appointments (b) Participating, in conjunction with DFS, in the contingent-owned equipment negotiation process, concluding memorandums of understanding for the	The Service Chief (P-5) supervises the work of the Service. The Force Generation Service is organized into 3 teams: Force Generation Team, Military Personnel Team and Standby Arrangements Team **Force Generation Team** The Force Generation Team comprises 12 Planning Officers (P-4) and 8 Administrative Assistants (GS (OL)). Smaller peacekeeping operations are grouped and handled by 1 Planning Officer, while large or complex peacekeeping operations and operations undergoing adjustment or establishment are handled by more than 1 Professional-level staff The Team is responsible for the generation of all military contingents and individuals and is the primary point of contact for all Member States, through the permanent missions **Military Personnel Team** The Military Personnel Team comprises 4 Military Personnel Officers (2 P-4 and 2 P-3)	Force Generation Team: Generation and/or rotation of staff officers or experts on mission 2008/09: 4,073 2009/10: 3,933 2010/11: 3,897 Generation of new military units 2008/09: 44 2009/10: 54 2010/11: 101 Average annual generation of 34 Senior Military Officers Predeployment visits 2008/09: 15 2009/10: 19 2010/11: 14 Contingent-owned equipment negotiations 2008/09: 50 2009/10: 60 2010/11: 40 Coordination of troop-contributing countries reconnaissance visits 2008/09: 0 2009/10: 2 2010/11: 7 Negotiations with third-party countries or partners of troop-	There are no other Secretariat entities performing similar functions

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		timely deployment of troops and, when necessary, for the force adjustment, and providing technical advice on contingent-owned equipment claims by Member States, as required (c) Initiating and maintaining records of service and performance for individuals and statistics and country profiles for all United Nations military deployments, conducting staff action concerning awards and maintaining a database of individuals who should not serve in future Department-led operations and missions led by DPA for disciplinary reasons (d) Developing, in collaboration with DFS, generic guidelines for troop-contributing countries and mission-specific military guidelines related to force requirements (e) Coordinating reconnaissance visits for troop-contributing countries providing contingents to United Nations peacekeeping operations and leading predeployment visits to	It is responsible for providing the chief military personnel officers in the peacekeeping missions with guidance on personnel matters on military deployed to peacekeeping operations. It initiates and maintains records for staff officers and United Nations military officers. The Team updates country profiles for all military deployments, awards United Nations medals and maintains a disciplinary database. It produces military statistics on troop-contributing countries and peacekeeping operations. The team monitors the rotation process through PMSTARS, so that the generating process is efficiently conducted for an annual average of 3,900 individual rotations **United Nations Standby Arrangements Team** The Team, which is made up of Planning Officers (2 P-4 and 2 P-3), maintains the standby system and	contributing countries to provide assistance for major equipment and self-sustainment Briefings and negotiations with regional organizations on contributions and support to peacekeeping operations Military Personnel Team: Provide military personnel policy to 19 DPKO- and DPA-led peacekeeping operations Provide information on conditions of service of deployment to 120 troop-contributing countries Publish monthly strength reports on the United Nations website UNSAS team: – Quarterly update of UNSAS database – 52 briefings to Member States (including non-contributing countries) Memorandums of understanding signed: 2008/09: 0 2009/10: 2 2010/11: 2	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		troop-contributing countries to verify the preparedness of Member States to meet the conditions of United Nations peacekeeping operations, memorandums of understanding and contingent-owned equipment agreements (f) Maintaining and updating records of pledges made by Member States in the United Nations standby arrangements system for the provision of troops, equipment and services to United Nations peacekeeping operations and engaging Member States to participate in the system's rapid deployment level	organizes briefings for new and emerging troop-contributing countries, organizes assessment visits to emerging troop-contributing countries and conducts quarterly reviews of pledges from 88 members The Team updates the planning tool and deployment preparation tool (Gantt chart) for troop-contributing countries, provides troop-contributing countries with these tools and briefs them on how to use them. The Team responds to requests from countries expressing interest in participating in peacekeeping operations but requiring third-party support. It organizes conference calls between the 2 countries and conducts exploratory discussions with visiting Government officials	Assessment visits to emerging countries 2008/09: 4 2009/10: 2 2010/11: 2 Average 10 incoming Military Advisers from permanent missions of current troop-contributing countries and emerging troop-contributing countries briefed annually 3 conference calls or negotiations between emerging troop-contributing countries and partner Member States	
Current Military Operations Service	18 Professional: 1 P-5 17 P-4 3 GS (OL) Total: 21 posts	The Current Military Operations Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises 3 geographically based teams	The Chief of Service (P-5) and Deputy Chief (P-4) oversee the functions and work of the Service with regard to current military operations in 15 peacekeeping operations	Analyse and follow up on 260 daily situation reports, 12 monthly reports and annual report for each peacekeeping operation Maintain data sheets, maps and current briefing	There are no other Secretariat entities performing similar functions

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		The core functions of the Current Military Operations Service are as follows: (a) Providing advice to the heads of the military components of Department-led operations on technical aspects of military operations, such as contingency planning, force rotations and operational reporting, in coordination with the integrated operational teams, to ensure that military aspects are properly integrated or coordinated, and interacting with permanent missions of Member States on all military technical operational issues, significant incidents, accidents, injuries, deaths, repatriations and other current issues (b) Providing the Military Adviser and, through the USG for Peacekeeping Operations, senior leadership at United Nations Headquarters with military information and analysis related to current events and situations relevant to United Nations peacekeeping	(including UNTSO and UNMOGIP), support for AMISOM and 1 Special Political Mission led by DPKO and 89 troop-contributing countries. The Service is organized into 5 geographically based teams: Africa I: 5 P-4 posts Africa II: 5 P-4 posts Asia: 2 P-4 posts Middle East: 2 P-4 posts Europe and Latin America: 2 P-4 posts All Peacekeeping Affairs Officers are responsible for tracking daily operations of the military components and all other events related to the military component in the missions. The Peacekeeping Affairs Officers are supported by 3 GS (OL) team assistants	packs of ongoing peacekeeping operations Follow-up with field missions, the Situation Centre and troop-contributing countries on NOTICAS Briefings to Force Commanders, Deputy Force Commanders, Chiefs of Staff and Chief Military Observers 2008/09: 37 2009/10: 38 2010/11: 31 Analyse and coordinate implementation of recommendations of 25 Force Commander, Deputy Force Commander, Chief of Staff and Chief Military Observer end of assignment reports 17 in-depth analysis reports on peacekeeping operations 2008/09: 45 2009/10: 46 2010/11: 17 Visits to peacekeeping operations 2008/09: 13 2009/10: 21 2010/11: 28 Coordinate 2,000 visits to peacekeeping	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		(c) Coordinating visits by Member States, the military and police advisers, community and senior military staff from Headquarters to peacekeeping operations, briefing visiting military individuals, groups or delegations and coordinating the briefing and debriefing process for senior military officials in peacekeeping operations		operations by troop-contributing country delegations 2008/09: 2,000 2009/10: 1,752 2010/11: 2,000 Coordinate 2 visits to peacekeeping operations by the Military and *Police Adviser* community annually	
		(d) Coordinating responses by the Office of Military Affairs to disciplinary issues involving military personnel in Department-led operations and missions led by DPA, in coordination with the Conduct and Discipline Unit in DFS		Private (formal) and informal meetings of troop-contributing countries: 2008/09: 41 2009/10: 11 2010/11: 38 Formal briefings to troop-contributing countries, including preparation of briefing notes for all meetings 2008/09: 46 2009/10: 50 2010/11: 40 Informal meetings 2008/09: 230 2009/10: 215 2010/11: 220 Contribute and comment on results-based-budgeting framework and other Secretary-General reports for all peacekeeping operations	

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
				Analyse and comment on all after action reports and Board of Inquiry Reports (2008/09: 34)	
				Coordinate 12 inter-mission cooperation conferences and attend 7 of them, follow up on recommendations coming out of the conferences	
				Organize 1 heads of military components conference	
Military Planning Service	32 Professional: 1 P-5 28 P-4 3 P-3 3 GS (OL) Total: 35 posts	The Military Planning Service is headed by a Chief, who is accountable to the Military Adviser. The Service comprises 3 geographically based planning teams, a long-term planning team and specialist aviation and maritime operational planners The core functions of the Military Planning Service are as follows: (a) Providing military-strategic planning advice to the Military Adviser and, through him or her, to the senior leadership of DPKO, DFS and DPA (b) Conducting military-strategic planning for emerging and existing	The Chief of Military Planning Service (P-4) and the Deputy Chief (P-4) oversee the work of the service on all aspects of military planning for peacekeeping and approves all planning products prior to their submission to the different internal and external clients. Team leaders are assigned to each of the five teams, i.e., 4 planning teams and the operational adviser team. The teams are supported by a P-4 Planning Officer and 3 G-4 Team Assistants A Planning Officer (P-4 or P-3) is assigned to each DPKO-led	Publish operational documents 2008/09: 60 2009/10: 32 2010/11: 32 Strategic analyses and assessment reports on significant operational developments in peacekeeping missions and on evolving conflict areas 2008/09: 23 2009/10: 10 2010/11: 10 Briefings to the Security Council on the military elements of technical assessment reports of peacekeeping operations 2008/09: 5	There are no other Secretariat entities performing similar functions

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Department-led operations, in coordination with the integrated operational teams, and for missions led by DPA, as appropriate, and contributing to the integrated mission planning process (c) Producing foundational military guidance documents, including the command directive, military rules of engagement in conjunction with the Office of Legal Affairs, military-strategic concepts of operation, force requirements and, as required, initial operational plans for the military components of Department-led operations (d) Monitoring the military plans of current Department-led operations to reduce the time required to plan for major changes, including mission termination (e) Specifying the force or operational requirements for individual military personnel, military formed units and unit equipment in new or	peacekeeping operation and special political mission. The Planning Officers are distributed among the teams as follows: Team 1: 4 P-4 and 2 P-3 posts Team 2: 5 P-4 and 1 P-3 posts Team 3: 5 P-4 posts Future plans team: 5 P-4 posts Operational advisory team: 5 P-4 posts Teams 1, 2 and 3 work on plans for current peacekeeping operations that are at different stages of establishment/adjustment and level of complexity. Each team is designed to handle at least 1 peacekeeping operation of each stage. The future plans team works on peacekeeping operations that are currently being planned as well as on developing different planning tools as well as planning for new capabilities The operational advisory team responds to the need for operational advice on mission-specific operational tasks and challenges to	2009/10: 6 2010/11: 7 Review at least 48 major operational documents 2008/09: 59 2009/10: 48 2010/11: 48 Revise at least 16 major operational documents 2008/09: 12 2009/10: 16 2010/11: 16 Provide quick, effective technical advice to DPKO offices; Security Council, other United Nations agencies and committees; Member States; and field missions 8 operational advisory visits to troop-contributing countries related to the deployment of troop and materiel to peacekeeping missions	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		revised concepts of operation and contingency plans for potential, ongoing or transitioning Department-led operations and missions led by DPA, as appropriate (f) Providing technical advice and guidance, in collaboration with the Integrated Training Service within the Policy, Evaluation and Training Division, on mission-specific operational tasks and challenges to troop-contributing countries preparing to deploy to a field operation	troop-contributing countries preparing to deploy to a field operation Ad hoc teams are established to undertake project-type military planning requirements such as enhancement of military capabilities for a particular mission, military planning support to missions once requested or those studies intended to improve internal processes and procedures, and others In addition, 1 Policy and Doctrine Officer (P-4) and 1 Capability Development Officer (P-4) are working with the Policy and Doctrine Team in the Office of the Military Adviser		
Integrated Operational Teams	13 Professional: 5 P-5 8 P-4 Total: 13 posts	Each integrated operational team is headed by a team leader, who is accountable to the respective regional Director. The integrated operational teams consist of political, military, police and support specialist officers and are supported by specialized functional areas within the Office of Rule of Law and Security	The Senior Military Liaison Officers and the Military Liaison Officers work in the integrated operational teams in the Office of Operations, organized as follows: Africa I Division (Sudan): 1 P-5 and 2 P-4 posts; (MINURCAT/ AUPST): 1 P-5 and 2 P-4 posts	Follow up on all military issues Liaise as necessary with the relevant services in the Office of Military Affairs Maintain day-to-day contact with the military counterparts in the peacekeeping operations	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Institutions and the Policy, Evaluation and Training Division, as needed The core functions of the integrated operational teams are the following: (a) Serving as a principal entry point for political as well as integrated planning and integrated operational issues of a mission-specific, cross-cutting nature for the peacekeeping and special political missions under their purview and for troop- and police-contributing countries, Member States and other relevant partners (b) Providing or coordinating day-to-day political and integrated operational guidance and support to Department-led operations under their purview on mission-specific issues that cut across specialized functions, including the implementation of political and integrated mission strategies in support of mandate implementation	Africa II Division: 1 P-5 and 2 P-4 posts Asia and Middle East Division: 1 P-5 and 1 P-4 posts Europe and Latin America Division: 1 P-5 and 1 P-4 posts		

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(c) Ensuring the resolution of operational issues and monitoring the implementation of relevant mission plans (d) Conducting the integrated review of the operational resource requirements for Department-led operations under their purview, while responsibility for specialized policy and technical support related to the budget remains with the specialized functional areas in the Department of Management and DFS, respectively			
Department of Field Support/Logistics Support Division	4 Professional: 1 P-4 3 P-3 Total: 4 posts		4 Military Officers are embedded in DFS/Logistics Support Division and report directly to their respective supervisors: 1 Military Property Management Officer (P-4) reports to the Chief, Contingent-Owned Equipment and Property Management Section 1 Military Logistics Officer (Aviation) (P-3) reports to the Chief, Transport Section		

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			1 Military Logistics Officer (Engineering) (P-3) reports to the Chief, Engineering Section		
			1 Military Logistics Officer (Fuel) (P-3) reports to the Chief, Fuel Operations Unit		
Department of Field Support/Information and Communications Technology Division/Field Support Section	2 Professional: 1 P-4 1 P-3 Total: 2 posts		2 Military Communications Officers (1 P-4 and 1 P-3) are embedded in the Division. The officers report directly to the Chief, Field ICT Support Section, and provide technical support regarding the management of military communications and interface between military and commercial communication networks and systems in the field		

4. Office of Rule of Law and Security Institutions

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Rule of Law and Security Institutions/ Office of the ASG	2 Professional: 1 P-4 1 P-3 3 GS (OL) Total: 5 posts	**ST/SGB/2010/1** The Office of Rule of Law and Security Institutions is headed by an ASG, who is accountable to the USG The ASG is responsible for directing and managing all aspects of the areas within the overall responsibility of the Office of Rule of Law and Security Institutions, developing an integrated, coherent departmental and United Nations system-wide approach to strengthening the rule of law and sustainable security sector institutions and ensuring systematic collaboration with all relevant United Nations and non-United Nations actors, including regional organizations, bilateral donors, non-governmental organizations and academia The Office comprises the Office of the ASG, the Police Division, the Criminal Law and Judicial Advisory Section, the Disarmament,	The Policy and Planning Officer (P-4) carries out integrated policy and planning activities as well as providing direction and management support to the Office of the ASG. He/she coordinates policy advice to the ASG and assists in the formulation of policy and technical guidance related to the rule of law and security institutions The Political Affairs Officer (P-3) coordinates inputs for reports on the rule of law and security institutions. He/she prepares briefing packages and talking points and formulates replies and ensures appropriate follow-up. The Officer coordinates staff appraisal processes for the ASG and assists the Office of Rule of Law and Security Institutions divisions and sections in these matters The Senior Staff Assistant (GS (OL)) manages the ASG's appointments, communications and administrative matters.	Total number of incoming and outgoing documents analysed for action and follow-up by all units 2008/09: 1,500 Total number of reports of the Secretary-General that include coordinated updates in the area of the rule of law and security institutions 2008/09: 32 Notes to the Secretary-General, DSG, USG DPKO, USG DFS and other senior staff 2008/09: 34 Papers on peacekeeping and the rule of law in post-conflict environments 2008/09: 8 Minutes of meetings 2008/09: 45 Speeches and presentations of the ASG and other senior staff 2008/09: 21 Visits to capitals and field operations 2008/09: 13 Meetings and other engagements with Permanent Representatives	The Rule of Law Unit is in the Office of the Deputy Secretary-General and is led by a Director (D-2) The Rule of Law Unit acts as the secretariat for the Rule of Law Coordination and Resource Group, an inter-agency coordination mechanism on rule of law matters for the United Nations system as a whole. The Office is a member of the Group, and works regularly with the Unit in support of the Group's role, through which rule of law activities with relevant partners, including OHCHR, OLA, UNDP, UNODC and others, are coordinated and streamlined. In this capacity, the Rule of Law Unit fulfils the mandate entrusted to the Secretary-General under General Assembly resolution 62/70 in, inter alia, the development of system-wide rule of law strategies, the provision of policy direction and the strengthening of partnerships between United Nations and

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Demobilization and Reintegration Section, the Security Sector Reform Unit and the Mine Action Service Office of the ASG The core functions of the Office of the ASG are as follows: (a) Advising and assisting the ASG in carrying out his/her duties (b) Coordinating and integrating the strategic and operational activities of the Office of Rule of Law and Security Institutions with United Nations and non-United Nations partners (c) Ensuring the delivery of strategic guidance, advice and planning support to the Office of Operations, new and existing Department-led operations and missions led by DPA, when requested and feasible, in the areas within its purview (d) Serving as liaison, on behalf of the Department, with the Rule of Law Coordination and Resource Group, chaired by the Deputy Secretary-General (e) Collaborating systematically with all	Two other GS staff provide administrative and logistical support to ensure the efficient and effective functioning of the Office and to carry out the full range of office management and administrative functions in this regard	2008/09: 40 Coordination meetings 2008/09: 12 Budget reports 2008/09: 2 Press and media outputs 2008/09: 12 Reporting tools 2008/09: 1	non-United Nations actors engaged in rule of law activities In contrast, the Office is an operational peace-support entity which provides specialist advice and guidance to DPKO- and DPA-led operations with mandates in the area of the rule of law and security institutions. It brings together DPKO's rule of law and other relevant civilian specialists to focus specifically on support to rule of law and security institutions in post-conflict and other similar environments in the areas of policing, justice, prisons, disarmament, demobilization and reintegration, mine action and security sector reform. The Office also serves as the designated lead entity for police and corrections issues in the United Nations system and chairs or co-chairs relevant inter-agency working groups

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		United Nations and non-United Nations partners on matters pertaining to the rule of law and security institutions in Department-led operations and missions led by DPA (f) Overseeing the development and implementation of cross-cutting information and communications strategies and coordinating the production of reports to the relevant legislative bodies on the rule of law and security institutions (g) Ensuring the quality of the products and services delivered by the Office of Rule of Law and Security Institutions In addition to the specific functions listed below, all organizational units within the Office of Rule of Law and Security Institutions are responsible for developing and implementing information and communications strategies and providing reports in their respective areas to the legislative bodies and other actors		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Rule of Law and Security Institutions/ Police Division	53 Professional: 1 D-1 6 P-5 32 P-4 14 P-3 9 GS (OL) Total: 62 posts	The Police Division is headed by a Police Adviser, who is accountable to the ASG for Rule of Law and Security Institutions. The Police Adviser has direct access to the USG for Peacekeeping Operations, when required. The Police Adviser is responsible for providing advice and support on all policing issues to DPKO and DFS and to heads of police components of operations led by DPKO and missions led by DPA with police advisory functions. The Police Adviser may also, as required, provide advice to the USG for Political Affairs, the Secretary-General and the Security Council through the USG for Peacekeeping Operations, ensuring that such advice and support is fully coordinated with the ASG for Rule of Law and Security Institutions. The Police Adviser is supported by a Deputy Police Adviser in undertaking those responsibilities The Police Division comprises the Office of the Police Adviser, the Strategic Policy and	The Deputy Police Adviser (D-1) is responsible for ensuring management and supervision of the Mission Management and Support Section and the Strategic Planning and Development Section The Special Assistant (P-4) supports both the Police Adviser and the Deputy Police Adviser, including managing the workflow of the office. He/she prepares briefing packages and talking points and formulates replies and ensures appropriate follow-up. He/she coordinates staff appraisal processes and other range of administrative and strategic issues related to police. The Police Standards Compliance and Audit Officer (P-4) conducts briefings for Member States and all sections of the Police Division on police issues and specific police requirements for the rapid deployment of highly qualified police personnel. He/she also provides recommendations on improving the efficiency	2008/09:15,000 police officers deployed, rotated and extended in 18 peace operations 14,965 pieces of correspondence, including notes verbales, correspondence with the police-contributing countries and other official communication 45 speeches and presentations to the police-contributing countries and for senior staff 44 visits by the Police Adviser, the Deputy Police Adviser and other senior staff to capitals and field operations 35 visits to police-contributing countries to conduct selection assistance tests 30 briefings to Member States on police issues in peacekeeping operations 25 inputs on law enforcement related issues in reports of the Secretary-General as well as in resolutions and other issuances of the Security Council and other United Nations legislative bodies in 2008/09 25 reports of the Secretary-General	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Development Section, the Mission Management and Support Section and the standing police capacity The core functions of the Office of the Police Adviser are as follows: (a) Providing strategic direction and oversight of policing issues in Department-led operations and missions led by DPA, maintaining an overview of all operations and directing responses to critical incidents and issues that arise in the field, establishing frameworks for launching new police operations in response to United Nations resolutions, maintaining liaison with DPA, the Peacebuilding Commission, the Peacebuilding Support Office, DFS, broader United Nations departments, agencies, funds and programmes, Member States, regional organizations, non-governmental organizations, the academic community and civil society (b) Directing the preparation of Senior Police Liaison Officers	and effectiveness of police operations and developing guidelines on audit and inspection regimes for police operations The Policy and Planning Officer (P-4) carries out integrated policy and planning activities as well as providing direction and management to the Office. He/she coordinates policy advice to the Police Adviser and assists in the formulation of policy and technical guidance related to the rule of law issues and police issues Staff Assistants (GS (OL)) in the Office of the Police Adviser provide administrative and other support to ensure the efficient and effective functioning of the Office of the Police Adviser The Chief of the Mission Management and Support Section (P-5) oversees the Section, which focuses on providing direct support to police components in field operations in coordination with the integrated operational teams. The Section	include coordinated updates in the area of policing 19 mission-specific meetings organized with police-contributing countries on the work of police components in 14 peace operations 10 reports on state of rule of law in countries with peacekeeping operations, Police Papers and guidelines for national police in various aspects of policing, and revised concept of operations 10 operational visits to peacekeeping operations in close coordination with other sections of the Office of Rule of Law and Security 7 visits to police-contributing countries to provide advice on national police recruitment and selection mechanisms 6 briefings to the Police Advisers of permanent missions on international policing and related rule of law matters relevant to United Nations peacekeeping 5 predeployment induction and post-	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		and Police Liaison Officers for their role in integrated operational teams through structured induction and on-the-job training in the Police Division and subsequently empowering and supporting their functioning in the teams through the provision of information and policy and technical guidance on police issues (c) Serving within the United Nations system as the primary focal point and global lead for police and law enforcement matters, as appropriate, both in the context of Department-led operations and missions led by DPA, as requested and feasible The Strategic Policy and Development Section is headed by a Chief, who is accountable to the Deputy Police Adviser The core functions of the Strategic Policy and Development Section are as follows: (a) Developing and reviewing technical guidelines, standards, directives and standard operating procedures for the police components	includes 15 Mission Managers (9 P-4 and 6 P-3), who provide strategic, operational and liaison support to the police components in field operations including on staffing issues, liaising with permanent missions, and providing effective and timely advice to the Police Adviser on specific field-related issues Staff Assistants (GS (OL)) provide administrative and logistical support to ensure the efficient and effective functioning of the Section The Chief of the Strategic Policy and Development Section (P-5) oversees the Section, which focuses on police planning, concept and doctrine development and on developing specialized technical guidance and programmes for police components in peacekeeping operations. The Section works in 3 functional teams: the police planning team, the police policy team and the police technical development team	appointment briefings for heads of police components 5 concepts of operations for the police components of the United Nations peacekeeping operations 4 in-mission training workshops on policies, directives, guidelines and related issuances pertaining to the activities of the police operations of peacekeeping operations 1 directive on handling of detainees in United Nations peace operations 1 anti-organized crime initiative developed to support the implementation of the ECOWAS Action Plan to Counter Transnational Organized Crime 1 revised cooperation framework with INTERPOL 1 Doctrine Development Group representing 50 United Nations Member States established to review the functions, organization, equipment, training and other requirements of formed police units	

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		of Department-led operations and missions led by DPA to facilitate the implementation of their respective mandates (b) Conducting police strategic planning and developing concepts of operations and mandate and implementation plans, in coordination with the integrated operational teams, monitoring police plans and analysing and evaluating results achieved and lessons learned by the police components of Department-led operations and missions led by DPA, in coordination with other areas within DPKO, the police components of Department-led operations and missions led by DPA and relevant United Nations and non-United Nations partners, as required (c) Supporting the efforts of other United Nations system partners concerning police and law enforcement issues, in support of the designation of DPKO as the global lead entity at the Headquarters level for police and law	Officers in the police planning team ensure that all planning parameters, which include interactions with the key national counterparts, other stakeholders and components of the criminal justice sector, are fully established during the development of the initial police concept of operations of the prospective peacekeeping missions. The Officers are also responsible for carrying out all planning priorities of the ongoing missions and the prospective future missions by interacting with all internal and external stakeholders. Officers in the police policy team focus primarily on the development of doctrine for international policing and police peacekeeping. They provide advice not only to the police components of all peacekeeping operations, but also to partners throughout the United Nations system, as well as to regional and professional organizations on a broad array of international		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		enforcement matters in the United Nations system The Mission Management and Support Section is headed by a Chief, who is accountable to the Deputy Police Adviser The core functions of the Mission Management and Support Section are as follows: (a) Providing technical advice to the police components of Department-led operations and missions led by DPA, in coordination with the integrated operational teams, to facilitate the implementation of their respective mandates (b) Liaising with Department-led operations and missions led by DPA, Member States and other stakeholders, as appropriate, on police and law enforcement matters and related administrative, operational and technical issues (c) Planning and undertaking selection assistance and predeployment visits to police-contributing	policing and police peacekeeping-related policy, guidance and training materials and initiatives. Officers in the Police technical development team provide comprehensive analyses within their field of expertise, establish close contacts and work in partnership with related entities that are operationally and technically involved in related thematic issues and assist in promoting shared or regional approaches. They also provide strategic advice and support to the Police Adviser and field missions to minimize the impact of the problems on the ground and prepare strategic guidance on short- and long-term approaches to address the problems of their specialist fields in specific countries		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		countries, collaborating with DFS on the contingent-owned equipment negotiation process, coordinating negotiations on memorandums of understanding for the timely deployment of police units, providing technical advice on contingent-owned equipment claims by Member States, as required, and taking part in reconnaissance visits to the field			
		(d) Ensuring the selection, deployment, rotation and extension of United Nations police officers, including members of formed police units and internationally recruited professional civilian staff in the police components of Department-led operations and missions led by DPA; and interacting with permanent missions of Member States on all police technical operational issues and significant incidents related to police personnel			
		The Standing Police Capacity is headed by a Principal Officer, who is accountable to the Police Adviser			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		The core functions of the standing police capacity are as follows: (a) Providing a coherent police and law enforcement start-up capability for new Department-led operations and missions led by DPA (b) Assisting Department-led operations and missions led by DPA through the provision of police and law enforcement advice and expertise. When appropriate, the standing police capacity may also be used to conduct operational assessments and evaluations of police components			
Office of Rule of Law and Security Institutions/ Criminal Law and Judicial Advisory Section	10 Professional: 1 D-1 1 P-5 6 P-4 2 P-3 2 GS (OL) Total: 12 posts	**ST/SGB/2010/1** The Criminal Law and Judicial Advisory Section is headed by a Chief, who is accountable to the ASG for Rule of Law and Security Institutions The core functions of the Criminal Law and Judicial Advisory Section are as follows: (a) Planning programmes within Department-led operations for the strengthening of legal,	The Director (D-1) and the Deputy Chief (P-5) oversee the Section and its support to justice and corrections programmes in United Nations peacekeeping operations. One Team Assistant (GS (OL)) supports these staff; a Team Assistant (GS (OL)) supports all the other Professional staff, while reporting to the Deputy Chief The Service works in 3 functional teams — the justice team, the	2008/09: 1 annual conference of heads of justice and corrections components (New York); 1 corrections training course (Nairobi); 1 international corrections conference (Stockholm) Formal policy, guidance, training materials produced 2008/09: While work on several initiatives continued and work on several new initiatives commenced, there were	

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		judicial and prison systems, in coordination with other components of the Office of Rule of Law and Security Institutions, integrated operational teams, DPA and other entities in the United Nations Secretariat, as well as United Nations agencies, funds and programmes (b) Providing inputs to strategic planning for specific operations and missions and providing operational support to justice, corrections and rule of law components of Department-led operations, in addition to missions led by DPA as requested and feasible, in coordination with relevant entities within the United Nations Secretariat, United Nations agencies, funds and programmes, in such areas as programme implementation, budgeting, reporting, building institutional partnerships and staffing (c) Conducting periodic reviews of the work of justice, corrections and rule of law components of Department-led	policy and guidance cell and the corrections team The justice team is composed of 3 Judicial Affairs Officers (2 P-4 and 1 P-3). It supports justice or rule of law components for all peacekeeping operations with a justice component. This includes support to 10 current DPKO-led peace operations; planning and operational support under DPA lead for UNPOS justice activities in Somalia; and support for DPA in relation to 3 other DPA-led missions (e.g., BONUCA, UNOGBIS, Sierra Leone). Support to missions includes planning programmes, assisting with the recruitment of staff, providing written guidance to justice components of peace operations, and providing frequent informal guidance and direction to these mission components. In addition, the justice team is called upon to assist with the development, updating and implementation of policy, guidance and training materials	no policy, guidance or training materials completed during this reporting period Input/advice for reports of the Secretary-General 2008/09: reviewed and/or provided input for 43 reports of the Secretary-General — 39 quarterly mission reports and 4 thematic reports Technical Clearance for Judicial Affairs Officers 2008/09: Technically cleared over 200 judicial officers for inclusion in rosters, resulting in an increase in the number of technically cleared judicial candidates to over 600 Technical clearance for professional corrections officers 2008/09: 159 corrections officers were technically cleared for inclusion in rosters, resulting in an increase in the number of technically cleared corrections officers to 210 Number of interviews of seconded corrections officers 2008/09: Conducted 95 interviews for seconded prison officers	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		operations and missions led by DPA as requested and feasible (d) Developing, updating and distributing guidance materials, procedures, training materials and lessons learned and best practices materials in areas related to the strengthening of legal, judicial and prison systems (e) Facilitating the sharing of analytical reports, best practices tools and guidance materials through the maintenance of the electronic Rule of Law Community of Practice (f) Serving as the designated lead entity for strengthening legal and judicial institutions in peacekeeping contexts and executing its global lead role in the area of corrections	The policy and guidance cell is currently composed of 1 Judicial Affairs Officer (1 P-4), who focuses primarily on the development of justice or cross-cutting policy, guidance and training material. In addition, this officer provides advice to partners throughout the United Nations system on a broad array of rule of law, human rights and governance-related policy, guidance and training materials and initiatives The corrections team is composed of 4 Corrections Policy Officers (3 P-4 and 1 P-3). The team supports corrections components of 10 current DPKO-led peace operations, provides operational and planning support under a DPA lead for UNPOS corrections activities in Somalia, and supports other engagement by DPA in corrections issues (e.g., BONUCA, UNOGBIS, Sierra Leone). Support to missions includes planning programmes, interviewing and	Ratio of staff to clients served: 1 mission focal point: 4 missions, 1 major policy/guidance/training product and 2 smaller guidance or cross-cutting initiatives	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			selecting corrections officers seconded from Member States, assisting with the recruitment of professional corrections staff, providing written guidance to justice components of peace operations and providing frequent informal guidance and direction to these mission components. In addition, the justice team is called upon to assist with the development of policy, guidance and training materials		
Office of Rule of Law and Security Institutions/ Disarmament, Demobilization and Reintegration Section	5 Professional: 1 P-5 2 P-4 2 P-3 1 GS (OL) Total: 6 posts	The Disarmament, Demobilization and Reintegration Section is headed by a Chief, who is accountable to the ASG for Rule of Law and Security Institutions The core functions of the Disarmament, Demobilization and Reintegration Section are as follows: (a) Developing and updating guidance for the implementation of disarmament, demobilization and reintegration, in particular in a peacekeeping context (b) Providing operational advice and	The Chief of the Disarmament, Demobilization and Reintegration Section (P-5) manages the Section, sets the priorities and supervises the work of Professional and General Service staff working in the Section and consultants Each officer is responsible for at least 2 ongoing peacekeeping operations with DDR mandates and 2 special political missions with mandates with DDR implications. Each Professional is also responsible for at least 1 non-mission specific guidance development	There are currently 7 peacekeeping operations with DDR mandates, a DDR planning capacity for support of AMISOM, 4 special political missions with major DDR implications. There is a major DDR component in the ongoing contingency planning exercise for a possible peacekeeping operation in Somalia. Combined, there are 420 DDR personnel in the field supported by the DDR Section with the assessed budget of $22 million. Including the voluntary funding, the total budget of	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		support to disarmament, demobilization and reintegration and other associated components of Department-led operations and missions led by DPA as requested and feasible, in coordination with DPA and other entities within the United Nations Secretariat, as well as United Nations agencies, funds and programmes, in such areas as strategic planning, budgeting, reporting, building institutional partnerships and staffing	project (e.g., a new guidance on the nexus between DDR and SSR) that requires extensive research and coordination with different stakeholders as well as thematic responsibilities (e.g., communication, training, personnel) A Team Assistant (GS (OL)) provides administrative support to all Professional staff	ongoing DDR programmes supported by peacekeeping operations is $553.5 million The caseload of DDR beneficiaries currently handled by DDR programmes in the peacekeeping context is over 500,000, without including the possible Darfur caseload. DPKO also co-chairs and provides the bulk of secretariat functions for the 17-member Inter-Agency Working Group, which meets every 3 weeks	
		(c) Monitoring, evaluating, capturing and disseminating lessons learned and best practices on disarmament, demobilization and reintegration programmes, in particular in peacekeeping operations			
		(d) Planning new disarmament, demobilization and reintegration programmes in Department-led operations, in coordination with other components of the Office of Rule of Law and Security			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Institutions, integrated operational teams, DPA and other entities within the United Nations Secretariat, as well as United Nations agencies, funds and programmes			
Office of Rule of Law and Security Institutions/Mine Action Service	5 Professional: 1 P-4 4 P-3 1 GS (OL) Total: 6 posts	The Mine Action Service is headed by a Director, who is accountable to the ASG for Rule of Law and Security Institutions The Mine Action Service comprises the Office of the Director, the Programme Management and Oversight Section and the Policy, Information and Resource Management Section The core functions of the Office of the Director are as follows: (a) Providing overall strategic and policy direction to United Nations mine action, as it relates to inter-agency coordination processes and mine action programmes and activities (b) Leading efforts to mobilize adequate voluntary contributions and to carry out donor liaison	The Planning Officer (P-4) supports the management of close to $70 million in assessed budget contributions that finances mine action coordination and operations in 7 missions as well as technical advice and support to other missions with lesser mine and explosive remnants of war threats. He/she plans, coordinates and implements mine action activities in new or evolving peacekeeping operations and takes part in all Headquarters planning processes and field technical assessment missions The 4 Programme Officers (P-3) provide oversight, guidance and support to the mine action components in 7 missions and the other missions with lesser mine and explosive remnants of war threats. They conduct field technical missions, take	Programmatic and administrative support and oversight to 7 peacekeeping missions amounting to a yearly budget of $65 million 14 technical assessments and recommendations issued per year in 7 peacekeeping missions 7 monthly reports drafted 7 peacekeeping operations provided support in the development of the mine action mission components Liaison with legislative bodies and Secretariat offices for the budget approval processes corresponding to mine action components in 7 peacekeeping operations Assessments of mine and explosive remnants of war threat in 2 potential DPKO field missions Development of mine action project proposals	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(c) Providing oversight and management of the Voluntary Trust Fund for Assistance in Mine Action and peacekeeping assessed funds for mine action The Programme Management and Oversight Section is headed by a Chief, who is accountable to the Director of the Mine Action Service The core functions of the Programme Management and Oversight Section are as follows: (a) Providing technical guidance to Department-led operations on mine action, including the preparation and management of peacekeeping budgets (b) Coordinating inter-agency operational activities on mine action, including demining, mine risk education, victim assistance and advocacy, in close cooperation with United Nations agencies, funds and programmes and other partners	part in the recruitment of field staff and in the procurement of goods and services required to implement the mine action component. They review financial statements and substantive reports from implementers and coordinate support and activities with external partners The Team Assistant (GS (OL)) facilitates the work of the 5 Professional staff including support to their extensive travel arrangements. He/she reviews and edits correspondence and coordinates meetings and briefings with other components of the Departments and external partners	for 7 peacekeeping missions Review of concepts of operations and assets in 4 peacekeeping missions per year Provision of inputs for the Secretary-General's report on assistance in mine action Provision of briefing inputs for senior management: 20 per month Review of competitive bidding processes corresponding to mine action services in 7 peacekeeping missions Participation in the recruitment processes corresponding to mine action components in 7 peacekeeping operations	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(c) Establishing and managing mine action coordination centres in peacekeeping, complex emergency and rapid response contexts, with implementation provided through the United Nations Office for Project Services			
		The Policy, Information and Resource Management Section is headed by a Chief, who is accountable to the Director of the Mine Action Service			
		The core functions of the Policy, Information and Resource Management Section are as follows:			
		(a) Coordinating inter-agency collaboration and the development of common policies and strategies on mine action issues			
		(b) Coordinating the receipt of contributions and ensuring timely and accurate donor reporting on voluntary contributions for United Nations mine action			
		(c) Coordinating and managing inter-agency public information and advocacy efforts			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Rule of Law and Security Institutions/ Security Sector Reform Unit	4 Professional: 1 P-5 2 P-4 1 P-3 1 GS (OL) Total: 5 posts	The Security Sector Reform Unit is headed by a Chief, who is accountable to the ASG for Rule of Law and Security Institutions The core functions of the Security Sector Reform Unit are as follows: (a) Providing advice on security sector reform issues to Department-led operations, missions led by DPA and other United Nations field presences, as requested and feasible, in coordination with partners in the United Nations Secretariat and United Nations agencies, funds and programmes, and leading planning processes related to the design and implementation of security sector reform support to national authorities, in accordance with its designation as lead entity (b) Serving as focal point and technical resource capacity on security sector reform for the United Nations system and national and international partners (c) Developing United Nations guidance,	The Chief (P-5) leads in planning, managing, supervising and carrying out the work programme of the Unit, while managing the roster of senior security sector reform experts. The Chief also serves as the working-level Chair of the United Nations inter-agency Security Sector Reform Task Force. In this capacity, the Chief manages the inter-agency capacity-building programme on behalf of the Task Force and coordinates diverse projects among Task Force members. The Chief of the Unit also leads in the implementation of the security sector reform technical guidance development project, in close coordination with Task Force members and Member States. Additionally, the Chief is responsible for reporting to Member States and managing partnerships in the area of security sector reform, in particular with both the African Union and European Union. This often requires participation at international, regional or	**Field Support** 11 peacekeeping and special political missions provided programmatic support, including inputs on security sector reform processes 11 reports of the Secretary-General 8 technical support missions to provide subject matter expert advice in the area of security sector reform 3 joint inter-agency assessment missions undertaken to review the implementation of security sector reform programmes in 2 field missions 1 assessment visit undertaken to support planning for a future security sector reform programme in 1 new peacekeeping operation. 2 annual conferences of senior security sector reform practitioners held 11 generic security sector reform profiles developed and technical clearance of 64 candidates (out of more than 225 applications) who were added to the pools of potential	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		standards and practices and identifying lessons learned on security sector reform in consultation with Member States, including the provision of a repository of materials on security sector reform (d) Developing rosters of experts to meet United Nations security sector reform requirements at Headquarters and in the field and delivering training on security sector reform to United Nations personnel, external partners and national actors	national security sector reform meetings and conferences. The Civil Administrator (P-4) serves as Officer-in-Charge of the Unit in the absence of the Chief The 2 Security Sector Reform Officers (1 P-4 and 1 P-3) are each responsible for approximately 3 ongoing peacekeeping operations and 1 special political mission with security sector reform implications. This requires participation in technical assessment missions and visits, as well as providing advice and contributions in the development of mission workplans, budgets and Secretary-General's reports. In support of field missions, the Unit is responsible for successful implementation of the annual workshop of senior security sector reform experts from the field In addition, each officer is responsible for at least 1 project within the inter-agency security sector reform capacity-building programme, which include: system-	candidates, in collaboration with the Field Personnel Division **Guidance development** Developed 2 terms of reference for technical guidance and supervised the development of terms of reference for 4 other pieces of guidance. 1 draft policy on defence sector reform for discussion with Member States; 1 repository developed of defence sector reform and national security strategies and plans from 10 different countries **Advocacy and partnerships** 12 briefings on security sector reform with Member States, including the Group of Friends on security sector reform, United Nations departments, agencies, funds, programmes and regional organizations 1 meeting with representatives from UNDP in Geneva to discuss joint strategies for field support in the area of security sector reform	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			wide training development and rollout; establishment of the roster of senior security sector reform experts; assistance to regional consultations on security sector reform; support to the AU in the development of a policy framework on security sector reform; and knowledge management, including the design and management of both an inter-agency security sector reform website and community of practice. Each officer is also responsible for the development of 1 piece of guidance in the area of security sector reform, which requires significant coordination with internal and external experts. All Professional staff are involved in the management of 11 existing security sector reform rosters (generic vacancy announcements), including technical clearance of applicants The Officers each have thematic responsibilities, in the areas of civil administration and defence reform	1 meeting with the EU in Brussels to strengthen partnership in the area of security sector reform and elaborated 6 areas of joint cooperation 1 consultation on security sector reform in New York hosted by the EU Support for and participation in 2 consultations hosted by the AU in Addis Ababa on the AU Policy Framework on Security Sector Reform. One project proposal and budget for an AU-United Nations strategic collaboration in security sector reform developed **Inter-agency coordination and capacity-building** 1 one-day sensitization briefing package on security sector reform, in close coordination with the inter-agency Security Sector Reform Task Force Security sector reform briefings to 200 United Nations staff members and representatives of Member States 1 roster of 30 senior security sector reform	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			The P-3 supports the Chief in providing secretariat support to the inter-agency Task Force, which requires significant coordination with other United Nations actors A Team Assistant (GS (OL)) provides administrative and logistical support to all professional staff, while supporting the Unit in the area of financial and budget management	experts established and trained (which included the vetting of 390 applicants) 1 security sector reform website 1 online community of practice and registration of 90 security sector reform practitioners 4 principal and 12 working-level meetings of the inter-agency Security Sector Reform Task Force chaired	

5. Policy, Evaluation and Training Division

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of the Director	5 Professional: 1 D-2 1 P-5 3 P-4 2 GS (OL) Total: 7 posts	**ST/SGB/2010/1** The Policy, Evaluation and Training Division is headed by a Director, who is accountable to the Under-Secretaries-General for Peacekeeping Operations and Field Support The Division comprises the Office of the Director, the Integrated Training Service and the Peacekeeping Best Practices Section The core functions of the Office of the Director are as follows: (a) Providing leadership and strategic direction and integrating the Division's policy, evaluation and training functions in support of DPKO, DFS, operations led by DPKO and DFS support components in other field missions or offices, henceforth referred to as Department of Field Support operations, as well as Member States (b) Developing and maintaining strategic partnerships with United Nations and external	The Director provides strategic direction and oversees the work of the Division ensuring integration between the different components of the Division. The front office consists of 1 Administrative Officer (P-4) and 1 Staff Assistant (GS (OL)) The Evaluation team (1 P-5, 1 P-4, 1 GS (OL)) provides evaluation support to both field missions managed or supported by DPKO and DFS, as well as to the programmes and subprogrammes at Headquarters The Partnerships Team consists of 1 Coordination Officer (P-4) responsible for developing strategic partnerships with 13 key partners and 22 United Nations system and humanitarian and development partners to assist in implementation of peacekeeping mandates and transitions from peacekeeping to peacebuilding	Support for Member States, DPKO and DFS substantive offices 15 peacekeeping operations (including UNTSO and UNMOGIP funded through the biennium programme budget), support of the African Union Mission in Somalia, 15 field-based special political missions (including UNSCO and the Committee on Missing Persons in Cyprus funded by the biennial programme budget) Number of evaluations 2008/09: 7 evaluations undertaken 2009/10: 6 evaluations planned Ratio of staff to programmes 1:12 Number of partners 13 key partners 22 United Nations system and external partners Ratio of staff to strategic partners 1:35	**Evaluation team counterparts**: OIOS, Inspection and Evaluation Division; undertakes evaluations focused on peacekeeping operations **Differences**: OIOS evaluation activities focus on peacekeeping operations as a whole and assess their relevance, efficiency, and effectiveness (including impact). The DPKO evaluation team focuses on strengthening mission and programme management by reviewing mandate implementation, management practices, policy implementation, resource utilization and other activities of field missions and DPKO and DFS programmes in support of the field The DPKO evaluation team fulfils the requirement included in the Secretary-General's compact for all programmes to maintain a self-evaluation capacity to effectively evaluate all programmes and subprogrammes

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		partners crucial for building international consensus, policy and action on critical peacekeeping issues (c) Conducting thematic evaluations and programme and subprogramme evaluations in the Departments of Peacekeeping Operations and Field Support and in the operations and missions they support and developing policies and technical guidance for the conduct of self-evaluation (d) Undertaking quality assurance for the products and services provided by the Policy, Evaluation and Training Division			The Inspection and Evaluation Division serves as the independent oversight body reporting to the General Assembly and the Secretary-General The DPKO evaluation team and the Inspection and Evaluation Division coordinate their activities at the start of each year to ensure that there is no duplication of work and that the work is complementary
Integrated Training Service	22 Professional: 1 D-1 2 P-5 10 P-4 9 P-3 7 GS (OL) Total: 29 posts	The Integrated Training Service is headed by a Chief, who is accountable to the Director of the Policy, Evaluation and Training Division The core functions of the Integrated Training Service are as follows: (a) Supporting DPKO, DFS, operations led by DPKO, Department of Field Support operations and Member States in	The Chief of Service (D-1) provides the overall strategic direction and management for the Service, with the support of 2 senior Training Officers, 1 civilian and 1 military at the P-5 level, 1 Mission Support Training Officer at the P-4 level, and 1 Programme Manager at the P-3 level as follows:	**At Headquarters** Support for Member States permanent missions, DPKO and DFS substantive offices **In field operations** 15 peacekeeping operations (including UNTSO and UNMOGIP funded through the biennial programme budget) 1 DPKO-led special political missions	Integrated Training Service counterparts are: OHRM, Learning, Development and Human Resources Division Differences: The Learning, Development and Human Resources Services Division manages centrally coordinated learning programmes to develop core values and promote

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		the training of civilian, military and police personnel (b) Setting training standards specific to United Nations peacekeeping and field support activities, in accordance with relevant system-wide training standards, verifying that such peacekeeping training standards are met and developing peacekeeping training policies and related technical guidance (c) Developing and delivering training to meet priority needs in cross-cutting areas of peacekeeping and field support (d) Providing technical guidance on peacekeeping and field support training issues to DPKO, DFS, integrated mission training centres and training focal points in operations led by DPKO, as well as Member States (e) Monitoring peacekeeping and field support training activities of DPKO, DFS and field operations and managing the training budget of the	The Military Senior Training Officer (P-5) provides training support to all current or prospective troop- and police-contributing Member States, with the support of 3 P-4 and 4 P-3 training officers, and is assisted by 1 GS (OL) The Civilian Senior Training Officer (P-5) provides training policy, development of standards, and guidance on issues that cut across major areas of peacekeeping such as leadership, management and communications, including the United Nations Senior Mission Leaders course, Senior Leadership Programme and Senior Mission Administration and Resource Training (SMART) programme. This Civilian Senior Training Officer (P-5) is supported by 5 P-4 and 3 P-3 training officers, and assisted by 3 GS (OL) The Mission Support Training Officer, at the P-4 level, supported by 1 P-4 and 1 P-3, provides training support to the Integrated Mission Training	117,500 peacekeeping personnel in 2009 **Member States** 116 troop- and police-contributing countries **Training partners** In addition the Service provides support to over 100 national peacekeeping training institutions, training organizations, and international and regional peacekeeping institutes	a shared organizational culture across the Secretariat. At the same time, OHRM allocates funds to individual Secretariat departments to support decentralized programmes for the upgrading of their specific substantive and technical needs The Integrated Training Service is unique in that: it provides training standards and guidance to meet priority needs in cross-cutting areas of United Nations peacekeeping for all categories of peacekeeping personnel (military, police, civilians including national staff and United Nations Volunteers); and it provides training standards and guidance for all phases of training, from predeployment to induction to ongoing training The Secretary-General's bulletin on the learning and development policy (ST/SGB/2009/9) outlines the roles and responsibilities of the various offices on the topic. The Integrated Training Service is designated in this

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Departments of Peacekeeping Operations and Field Support to ensure that peacekeeping training standards and priorities are being met	Centres in field missions, and is assisted by 1 GS (OL) The Programme Manager at the P-3 level, assisted by 2 GS (OL), provides support to DPKO and DFS offices on the preparation, monitoring, and reporting of the integrated annual training programme; and also supports the Service in the areas of human resources, office management, and administrative issues		bulletin as managing the peacekeeping training needs of DPKO (and DFS) and peacekeeping operations. No other Secretariat entity performs this function
Peacekeeping Best Practices Section	14 Professional: 1 D-1 2 P-5 6 P-4 4 P-3 1 P-2 3 GS (OL) Total: 17 posts	The Peacekeeping Best Practices Section is headed by a Chief, who is accountable to the Director of the Policy, Evaluation and Training Division The core functions of the Peacekeeping Best Practices Section are as follows: (a) Ensuring analysis of emerging policy issues related to peacekeeping and field support and drafting related policy documents (b) Providing policy advice and operational support to Department of Peacekeeping Operations and	The Chief (D-1) and the Deputy (P-5) oversee the work of the Section and provide managerial and substantive direction to all personnel. The front office consists of 1 P-4 Coordination Officer, who is responsible for covering policy issues at the interdepartmental level, and 3 GS staff who provide administrative and other support across the Section A 4-member Gender Team, headed by Senior Gender Adviser (1 P-5), is responsible for the implementation of the gender mainstreaming agenda in peacekeeping operations, as well as	**Field operations** 94 child protection personnel in 8 field operations and 500 civil affairs personnel, 118 gender personnel, 97 HIV personnel, 10 Best Practices Officers supported by the thematic experts in the Section Ratio of staff to field personnel supported is 1:133 **At Headquarters**: The Section supports all DPKO and DFS substantive offices, and Member States permanent missions, including support for 8 Security Council	Peacekeeping Best Practices Section counterparts are: DPA Policy Planning Unit OCHA Policy Development and Studies Branch The 2 offices perform functions similar to those carried out by the Peacekeeping Best Practices Section, however, not for peacekeeping operations. There is a clear differentiation in their responsibilities based on assigned departmental leads. There is close cooperation, however,

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Department of Field Support operations in assigned thematic areas (c) Analysing United Nations peacekeeping experiences to capture institutional knowledge and lessons and developing doctrine and technical guidance materials on cross-cutting issues to support the better planning and conduct of operations led by DPKO and Department of Field Support operations (d) Facilitating the integration of a gender perspective in all areas of peacekeeping through guidance development, operational support to gender components in Department-led and Department of Field Support operations, training, partnership-building and the consolidation of good practices (e) Supporting Department-led and Department of Field Support operations with knowledge management tools and methodologies for capturing and sharing lessons and best practices and managing the development,	implementation of recent Council resolutions on sexual violence. A Gender Adviser (P-4) and a Gender Affairs Officer (P-3) provide policy, operational, technical and administrative support to the team's gender mainstreaming responsibilities throughout functional areas in DPKO, DFS and in peacekeeping missions as well as support to gender units in peacekeeping operations The Section has 2 specialist thematic policy staff who cover HIV/AIDS in peacekeeping operations, Policy Officer (1 P-4) and Civil Affairs Officer (1 P-3). These advisers support the implementation of relevant Security Council mandates in these thematic areas and provide policy guidance and operational support (recruitment support, technical advice, planning support, budgeting support, development of specialist guidance and training tools) for their thematic counterparts in peacekeeping missions,	thematic debates on peacekeeping, on sexual violence and child protection and 5 meetings of Security Council Working Group on peacekeeping (2008/09) The Section serves as secretariat for approximately 40 DFS/DPKO expanded senior management team policy meetings per year **Number of guidance documents** 5-10 cross-cutting and specialist guidance documents produced by the Section each year 20-25 official guidance documents supported annually 80-100 knowledge management products produced and disseminated **Number of downloads** 72,130 documents downloaded from the peace operations Intranet (2008/09) **Number of communities of practice** 30 communities of practice with 1,800 members supported	on policy issues that span the Secretariat Guidance development and knowledge management tasks within specific substantive areas are undertaken by relevant technical specialist units within DPKO and DFS. The Section provides the central methodologies and process management for these tasks. It provides technical advice and support to all DPKO/DFS units for specialists, who are rarely specialists in developing guidance or undertaking lessons-learned exercises. The Section is also responsible for maintaining and analysing the central repositories of guidance and lessons for missions. It is responsible for cross-cutting policy issues in support of peacekeeping operations The gender team is the sole gender-related Secretariat function that supports gender mainstreaming in peacekeeping operations. At Headquarters, the team supports the DPKO/DFS

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		approval and dissemination process for all guidance and doctrinal materials related to United Nations peacekeeping	and in response to requests from missions and from the General Assembly and Security Council for policy support 8 Officers (3 P-4, 2 P-3 and 1 P-2 and 2 P-2 regular budget posts) are part of 3 teams that support peacekeeping and field support related policy analysis, guidance development and lessons learning/ knowledge management, and lead on cross-cutting issues in peacekeeping. These teams support all peacekeeping missions, DPKO/DFS substantive offices, and provide substantive support to meetings of legislative bodies (General Assembly and its subsidiary bodies and the Security Council and its Working Group on Peacekeeping). The Guidance team provides methodological support to all DPKO/DFS units in the development of policy and guidance, supports DPKO senior management approvals process, undertakes dissemination and repository responsibilities for		gender mainstreaming action plan and assists troop- and police-contributing countries in the recruitment and deployment of women in peacekeeping operations and support to Security Council resolutions 1820 (2008) and 1888 (2009) The Child Protection Adviser differs from the Office of the Special Representative of the Secretary-General on Children and Armed Conflict, which delivers on a global mandate for high-level advocacy on children's issues at the political level, but not at the operational level, in support of missions. The Office does not support operations in the field

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			internal guidance documents for peacekeeping and develops cross-cutting guidance/doctrine documents. The knowledge management team provides methodologies and operational support to lesson learning efforts in peacekeeping missions and at Headquarters, and supports online communities of practice as well as a network of best practices officers and focal points in peacekeeping missions for the collection and exchange of good practices and lessons. The policy planning team supports the 2 departments in policy analysis of emerging and cross-cutting issues in peacekeeping and supports senior management design, implementation and oversight of peacekeeping reform efforts and maintains liaison with Member States in this regard		

B. Department of Field Support

1. Office of the Under-Secretary-General

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of the USG/front office	4 Professional: 1 P-5 3 P-4 6 General Service: 1 GS (OL) Personal Assistant 2 GS (OL) Administrative Assistants 3 GS (OL) Record Clerks Total: 10 posts	**ST/SGB/2010/2** The core functions of the front office of the USG are as follows: (a) Assisting and advising the USG in carrying out his/her duties (b) Advising on support policy issues requiring strategic decisions by relevant services, departments and agencies (c) Developing and maintaining an efficient system of review of incoming communications and correspondence, screening items submitted for clearance and initiating or designating actions to be taken (d) Monitoring strategic support issues and operational requirements in United Nations field operations and ensuring that they are effectively addressed (e) Supporting and coordinating the preparation or provision	Front office of the USG is headed by Special Assistant to the USG who oversees and manages activities of the Office and provides advice to USG on strategic and operational support issues. The Senior Programme Management Officer and Administrative Management Officers assist in managing the internal work coordination and communication and information flow in the Department and coordinate interdepartmental issues. The Personal Assistant to the USG and 2 Administrative Assistants provide administrative support to USG and the Office of the USG. Three Record Clerks manage documentation and flow of information within the Office and the Department	Office of the USG/front office support USG/DFS in providing strategic guidance to DFS offices and field missions supported by DFS. The workload statistics below are achieved jointly with the front office of the ASG for Field Support Briefing to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and other legislative bodies 2008/09: 41 2009/10: 20 Meetings with/ briefings to Member States and regional organizations 2008/09: 140 2009/10: 100 Presentations on peacekeeping issues at conferences, seminars and other public forums 2008/09: 11 2009/10: 10 Visits to major financial contributors, key troop- and police-contributing	The Office of the USG monitors and ensures the integration of efforts with DPKO and the DPA and Department of Field Support through those arrangements for coordination: (a) The USG for Field Support reports to and receives direction from the USG for Peacekeeping Operations on all issues pertaining to United Nations peacekeeping operations (b) The USG for Field Support receives direction from the USG for Political Affairs on all issues pertaining to United Nations special political missions and provides agreed support services to those missions (c) The Chief of Staff in the Office of the USG of DPKO reports to both the USG for Peacekeeping Operations and the USG for Field Support, ensuring that both departments work in an

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		of inputs to reports of the Secretary-General to the Security Council, the Special Committee on Peacekeeping Operations, the Advisory Committee on Administrative and Budgetary Questions, the Fourth and Fifth Committees, and other legislative bodies with regard to all areas of support (f) Coordinating and serving as a facilitator to solve problems raised by the management of field operations for the effective provision of support to field-based special political missions (g) Exchanging information on behalf of the USG, as required, with peacekeeping missions, special political missions and other field operations along with external partners, including permanent missions and United Nations agencies, funds and programmes (h) Coordinating with the Public Affairs Section of DPKO on the management of media relations, publicity and external relations for		countries and other Member States 2008/09: 10 2009/10: 12 Visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field 2008/09: 6 2009/10: 10	integrated manner at all levels (d) The Office of the USG of DFS coordinates with the Chief of Office for the DPA to ensure that appropriate service levels are achieved in support of those operations under the purview of the DPA The Office of the USG monitors and ensures that the Department for Field Support works within the management, overall policy and oversight framework, the rules and regulations established by the Department of Management in the areas of finance and budget, human resources and common services, and, within the strategic framework established by the Office of the Chief Information Technology Officer on matters concerning information and communications technology

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		DFS. This includes development and implementation of communications plans and campaigns, as well as representational activities (i) Coordinating with the Department of Management in the areas of finance, budget, human and physical resources (j) Coordinating and preparing position papers, briefing notes and talking points for meetings and conferences			
Office of the Under-Secretary-General/Office of the ASG	2 Professional: 1 P-4 1 P-3 3 GS (OL) Administrative Assistants Total: 5 posts	The core functions of the Office of the ASG are as follows: (a) Assisting and advising the ASG in carrying out his/her duties (b) Advising on the provision of field operational support in the areas outlined in paragraph 5.2 (b) of the bulletin (c) Communicating on behalf of the ASG, as required, with field operations and external partners, including permanent missions and United Nations agencies, funds and programmes	The front office of the ASG is headed by the Special Assistant to the ASG who oversees and manages activities of the Office and provides advice to the ASG on operational issues. Two Administrative Management Officers assist in managing the internal work coordination and communication and information flow in the Office, including those units reporting to ASG, such as the Conduct and Discipline Unit, the Field Procurement Policy and Liaison Team, the Audit Response and Board of	OASG/front office supports ASG/DFS in providing operational guidance to DFS Offices and field missions supported by DFS. The workload statistics are achieved jointly with the front office of the Under- Secretary-General for Field Support. For workload statistics details please refer to OUSG/DFS above	The Office of the ASG works closely with the Office of the USG in supporting the core functions of the ASG for Field Support which are as follows: (a) Developing cross-cutting field support policies and strategies, and overseeing their implementation at headquarters and in field operations (b) Delivering day-to-day operational field support in the areas of personnel, finance, budget, conduct and discipline, logistics, information and communication

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(d) Coordinating administrative and logistics mechanisms to support field operations in their implementation of the policy on recreation and welfare	Inquiry Team and the Department, and coordinate interdepartmental issues. Three Administrative Assistants provide administrative support to ASG and the Office		technology, field-focused risk management, quality assurance, audit and Board of Inquiry issues, procurement, and leadership of enterprise-wide projects and initiatives (c) Deputizing for the USG for Field Support in his/her absence and performing other daily duties, tasks and special projects as directed by the USG for Field Support
Office of the USG/Senior Leadership Appointments Section	3 Professional: 1 P-5 1 P-4 1 P-3 2 General Service: 1 GS (PL) 1 GS (OL) Total: 5 posts	The Senior Leadership Appointments Section is headed by a Chief, who is accountable to the USG for Field Support The core functions of the Senior Leadership Appointments Section are as follows: (a) Identifying and monitoring leadership requirements in the field to improve senior-level vacancy management and succession planning, with special attention to improving representation of qualified female candidates (b) Establishing outreach strategies and expanding partnerships	The Chief oversees and manages the work of a Section providing direct support and liaison to senior-level management, initiating internal and external partnerships, routinely interfacing with high-level candidates and stakeholders, and engaging on a host of strategic, operational, procedural, policy and administrative issues related to mission leadership appointments The team's 2 Officers and 2 Assistants join the Chief in supporting a range of activities designed to improve the succession planning and vacancy management	During 2008/09: Issued 12 monthly lists of senior field personnel to senior management, including critical vacancies; monthly contract expiration data for improved succession planning and vacancy management; regular updating of mission leadership profiles (all staff at D-1 level and above) and weekly critical follow-up tables for senior management Quarterly statistics generated to monitor gender and regional distribution data across field missions. (The number of women appointed to key	Difference in roles and responsibilities between the Senior Leadership Appointments Section, the Field Personnel Division, DFS and OHRM: Prepares letters of appointment for all USG and ASG level staff in the field. The Senior Leadership Appointments Section initiates the process by providing OHRM with the basic appointment details, including title, level, type of appointment, duty station and entry-on-duty date, in consultation with the Executive Office of the Secretary-General, Field

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		to meet senior-level leadership requirements in field operations, where applicable (c) Supporting the recruitment of candidates to fill civilian core leadership posts in field operations, including the development of post profiles, explanations of conditions of service, management of offers, terms of reference and candidate shortlists (d) Briefing senior leaders on their package of benefits and entitlements, during the recruitment process, in collaboration with the Field Personnel Division within DFS (e) Maintaining a centralized database of qualified individuals, potentially suitable for consideration at the level of USG and ASG	process for senior mission posts in DPKO- and DPA-led missions, involving data tracking and forecasting, recruitment, selection, coordination and administrative-related tasks. They support the expansion of outreach based on organizational objectives and workforce analysis, as well as the development and maintenance of a centrally managed database to support senior leadership requirements in the field. They provide secretariat services to high-level planning meetings and interview panels and routinely draft recommendations, talking points and inputs for the USG's and SG's consideration. They sit on task forces and working groups, contribute to leadership training initiatives and programmes and participate in inter-agency forums related to the selection and appointment of staff for high-level field posts	leadership positions in the field grew from 13 per cent in July 2007 to 16 per cent in July 2009) Support to recruitment, selection and/or appointment and in-briefing processes was provided for approximately 48 field appointments at the D-2 level and above. As of September 2009, 95 staff in the field were performing functions at the D-2 level and above, of which 49 were at the USG or ASG level	Personnel Division, DFS and integrated operational teams, DPKO or DPA counterparts Field Personnel Division Supports the recruitment, outreach and administration of staff at the D-2 level and below, including issuing letters of appointment for D-2 level field staff Recruitment activities have been delegated to the field for D-1 staff and below Some recruitment activities for core leadership posts are managed centrally at Headquarters, including for the Special Representatives of the Secretary-General, Deputy Special Representatives of the Secretary-General, Directors of Mission Support, Chiefs of Staff, and senior uniformed personnel (Force Commanders, Police Commissioners) The Senior Leadership Appointments Section facilitates with all relevant entities and advises senior management on all

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					senior field appointment-related matters. The Section is consulted on all documentation submitted to the Executive Office of the Secretary-General for the Secretary-General's consideration, providing supporting material (the Secretary-General approves all appointments and extensions at the D-2 level and above)
Office of the USG/Conduct and Discipline Unit	8 Professional: 1 D-1 2 P-5 3 P-4 1 P-3 1 P-2 3 GS (OL) Total: 11 posts	The Conduct and Discipline Unit is headed by a Chief, who is accountable to the ASG for Field Support The core functions of the Conduct and Discipline Unit are as follows: (a) Providing the overall direction for conduct and discipline issues and maintaining global oversight on the state of conduct and discipline for all categories of United Nations personnel in field operations (b) Developing strategies to link the overall goals and objectives of the United Nations on conduct and	The Conduct and Discipline Unit in DFS operates under the mandate endorsed by the General Assembly, in its resolution 59/300, approving recommendations of the Special Committee detailed in A/59/19/Rev.1 The Chief oversees the work of the Unit and provides strategic guidance for the Conduct and Discipline Unit at Headquarters and conduct and discipline teams in the field. The Unit is the principal adviser on conduct and discipline issues to the senior management of DFS and DPKO. Personnel carry out the	– Substantive inputs provided to reports of the Secretary-General (performance report, support account budget, overview report, criminal accountability report, the report of the Special Committee on Peacekeeping Operations, the administration of justice report, special measures report on protection from sexual exploitation and abuse and preparation of specific reports of the Secretary-General, e.g., on the implementation of victim assistance, welfare and recreation, activities of Conduct and Discipline Units	None of the Secretariat's entities perform the same functions as the Conduct and Discipline Unit nor are they solely dedicated to conduct and discipline, including sexual exploitation and abuse in peacekeeping operations and special political missions. The terms of reference of the various entities do not overlap but are complementary, e.g., in respect of investigations, mediation, decision on disciplinary measures Main stakeholders are Member States and senior Headquarters and mission leaderships Clients are DFS, DPKO, DPA and senior mission leadership and the

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		discipline issues to the tasks of conduct and discipline teams in field operations (c) Leading the development of conduct and discipline policies, procedures and guidelines, and the identification of best practices to facilitate compliance with conduct and discipline standards (d) Leading the development of tools and mechanisms to monitor the application of conduct and discipline standards and policies in field operations including the maintenance of a comprehensive misconduct database system (e) Reviewing and recommending actions on disciplinary cases, as required (f) Implementing the three-pronged comprehensive strategy (prevention, enforcement and remedial action) to address sexual exploitation and abuse, and monitoring its application in the field (g) Reporting to intergovernmental and	following main broad functions: advisory/policy and guidance development; handling of allegations; database management; inter-agency coordination and liaison The P-5 Senior Policy Adviser provides policy advice and develops guidance and policy documents. The P-5 Senior Conduct and Discipline Officer oversees cases management, training activities and inter-agency cooperation as well as sensitization and outreach programmes. Four Disciplinary Officers (3 P-4 and 1 P-3) provide daily technical guidance and oversight to 14 teams, serving all peacekeeping and special political missions and UNLB, on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up to allegations and disciplinary policies and measures to address misconduct for all categories of personnel. They review, analyse and recommend	– Preparation of biannual statistical analysis reports for DPKO/DFS senior leadership – Updating of the Conduct and Discipline Unit website – 10-15 guidance documents (standard operating procedures, code cables and advisories), on the role of conduct and discipline teams and field missions in matters of conduct and discipline – Preparation of official correspondence to ensure appropriate action and follow-up to allegations of misconduct: notes verbales to Member States: 200 (2008); 104 (up to September 2009) and other correspondence (memos, code cables, faxes): 270 (2008); 186 (September 2009) – From January 2007 to September 2009, a total of about 3,000 allegations of all types of misconduct for all categories of personnel, entered into	Conduct and Discipline Teams covering all peacekeeping and special political missions and UNLB The Conduct and Discipline Unit interacts with the following United Nations entities performing functions associated with the United Nations disciplinary process, i.e., investigations and initiation of disciplinary actions In DFS, the Field Personnel Division in DPKO, the Office of Military Affairs and the Police Division in the Department of Management, the Office of Human Resources Management; the Office of Legal Affairs; the Ethics and Ombudsman's Offices; the Investigations Division of OIOS and UNDP The Unit cooperates with the Integrated Training Service and the Public Affairs Office of DPKO, with DPI on training, outreach and media relations and with OCHA for all matters relating to the activities of the task force of the

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		expert bodies, including the General Assembly, Fourth and Fifth Committees, Advisory Committee on Administrative and Budgetary Questions and other policymaking organs, on conduct and discipline issues related to all categories of United Nations personnel in field operations (h) Guiding the development of training programmes on misconduct and sexual exploitation and abuse in consultation with the Integrated Training Service of DPKO	appropriate disciplinary action for all categories of personnel. They are supported by 2 GS Administrative Assistants. Database management (the misconduct tracking system — MTS) is under the responsibility of a P-2 Associate Reports Officer. The duties include verifying information entered by personnel in the teams, providing advice to reports officers in the teams and producing biannual statistical analysis reports on misconduct in field missions One GS Administrative Assistant provides administrative assistance to 1 D-1, 2 P-5 and 1 P-2 The following tasks are shared by all the Professional staff of the Unit: preparing reports and delivering briefing to stakeholders, including Member States, non-governmental organizations and senior Headquarters and mission leaders on the implementation of the comprehensive strategy	MTS for follow-up by Disciplinary Officers, representing an average 1,100 new allegations per year. Over the same period, approximately 1,300 allegations closed, representing an average of 500 allegations closed per year. In September 2009, over 550 allegations were pending investigations – About 100 briefing notes, talking points prepared per year – Daily technical and policy advice provided to 14 conduct and discipline teams covering 19 peacekeeping and special political missions – Two workshops per year organized for Conduct and Discipline Officers in field missions – Average of 10-15 briefings per year to Member States, United Nations agencies, NGO, senior mission leadership, on conduct and discipline issues – Oral presentations provided to the	Executive Committees on Humanitarian Affairs and Peace and Security

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			to eliminate sexual exploitation and abuse and other types of misconduct in United Nations peacekeeping operations Since 2006, other core mandated tasks have been supported by personnel funded through donor contributions. They include, in particular, guiding the development of training programmes, on misconduct and sexual exploitation and abuse, as well as supporting inter-agency activities on protection from sexual exploitation and abuse, including the implementation of the victim assistance comprehensive policy under the umbrella of the Executive Committees on Peace and Security and Humanitarian Affairs and the Task Force on Protection from Sexual Exploitation and Abuse	Special Committee on Peacekeeping Operations, ACABQ and Fifth Committee meetings – 3 or 4 assessments visits to mission conduct and discipline teams conducted per year – Co-organization of 2 or 3 meetings, at the principal level, of the Task Force on Protection from Sexual Exploitation and Abuse and leading of or participation in 4 or 5 working-level meetings	
Office of the USG/Audit Response and Board of Inquiry Team	5 Professional: 1 P-5 1 P-4 3 P-3 1 GS (OL) Total: 6 posts	The core functions of the Audit and Board of Inquiry Team are as follows: (a) Coordinating, developing and preparing responses to audit reports of United	The P-5 Section Chief oversees the work of the Audit Response and Boards of Inquiry Section and provides overall management and supervision of activities related to responses to	**Audit Response Unit** Total number of consolidated responses prepared on the reports of United Nations oversight bodies (Office of Internal Oversight Services, Board of	The General Assembly, in its resolution 52/212 B, requested the United Nations and all its funds and programmes to establish focal points for audit and oversight matters. In

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		Nations oversight bodies so as to ensure that recommendations are implemented (b) Coordinating and strengthening the interaction between line managers and the oversight bodies (c) Developing and circulating guidelines to DFS and DPKO, as well as field operations, to ensure compliance with audit recommendations The Audit and Board of Inquiry Team is a shared resource for DFS and DPKO	audit observations and recommendations and Board of Inquiry findings The Audit Response Unit is headed by an Operational Review Officer at the P-4 level who reports to the Chief of the Audit Response and Boards of Inquiry Section. The Audit Response Unit comprises 1 P-4 and 2 P-3 Operational Review Officers and 1 Administrative Assistant. The Boards of Inquiry Unit comprises 1 P-3 Operational Review Officer who reports to the Chief of the Audit Response and Boards of Inquiry Section The Audit Response Unit plans, develops, presents and articulates responses to audit reports on behalf of the USGs for Peacekeeping Operations and Field Support. In particular, the Unit compiles reports on cross-cutting issues and mission audit reports that have doctrinal or procedural issues for Headquarters and ensure follow-up action is implemented.	Auditors and the Joint Inspection Unit) 2008/09: 42 consolidated responses 2009/10: 48 consolidated responses Total number of recommendations of the oversight bodies tracked and reported on through follow-up requests issued to offices of DPKO/DFS and field missions 2008/09: 1,132 Recommendations tracked and reported on through 55 follow-up requests 2009/10: 1,090 Recommendations tracked and reported on through 76 follow-up requests Total number of consolidated reports prepared on the status of implementation of recommendations of the oversight bodies 2008/09: 17 consolidated reports 2009/10: 13 consolidated reports Total number of reports reviewed as a basis to provide strategic guidance for the conduct	accordance with the resolution, DPKO, DFS and DM, among others, established mechanisms to strengthen oversight Summary of the fundamental difference between the Oversight Support Unit and the Audit Response Unit: The Oversight Support Unit serves DM and leads on oversight matters pertaining to the Secretariat, while the Audit Response Unit serves DPKO and DFS and leads on oversight matters pertaining to peacekeeping operations and the peacekeeping and special political missions supported by DFS The Audit Response Unit develops and circulates guidelines to DFS/DPKO and peacekeeping missions to ensure compliance with audit recommendations; provides strategic guidance to missions for the conduct of self-review of their internal control framework in order to avoid repeated audit findings and recommendations as well as improve

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			The Unit, facilitates the interaction between line managers and the United Nations Oversight bodies by performing the following main responsibilities:	of self-assessment reviews of the internal control frameworks of missions	missions' management practices; and prepares consolidated responses on the findings and recommendations and progress reports on the status of implementation of recommendations of the oversight bodies
			(a) Establishing internal response and implementation timelines, coordinates comments from peacekeeping missions, DPKO and DFS offices on the draft reports of the United Nations oversight bodies	2008/09: 92 reports reviewed as a basis to provide strategic guidance for the conduct of self-assessment reviews of 24 missions	Stakeholders of the Audit Response Unit are the United Nations oversight bodies (BOA, JIU, OIOS) and legislative bodies
			(b) Reviewing the comments and preparing consolidated responses on the findings and recommendations of the oversight bodies	2009/10: 109 reports reviewed as a basis to provide strategic guidance for the conduct of self-assessment reviews of 24 missions	Clients of the Audit Response Unit are the offices of DPKO/DFS and the peacekeeping and special political missions managed by DFS
			(c) Developing and circulating guidelines to DFS/DPKO and peacekeeping missions to ensure compliance with audit recommendations	Operational review of the internal control system in total number of missions	
			(d) Following up on recommendations and preparing consolidated progress reports on the status of implementation of recommendations for submission to oversight bodies	2008/09: 0	
			(e) Providing strategic guidance to missions for	2009/10: 3	
				1 workshop for all audit focal points with a view to improving the quality of responses to oversight bodies and increasing closure rate of recommendations	
				2008/09: 0 audit focal points	
				2009/10: 24 audit focal points	
				Boards of Inquiry Unit	
				Total number of Boards of Inquiry cases reviewed for significant recurring and cross-	

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			the conduct of self-review of their internal control framework in order to avoid repeated audit findings and recommendations as well as improve missions' management practices	cutting issues and redress by the offices of DPKO/DFS 2008/09: 198 cases reviewed 2009/10: 200 cases reviewed	
			(f) Analysing trends and providing strategic guidance on audit matters to senior management of DPKO/DFS	Total number of Boards of Inquiry recommendations tracked through follow-up requests issued to offices of DPKO/DFS and field missions	
			The Boards of Inquiry Unit acts as a central point to receive and review Board of Inquiry reports from all missions. The Unit undertakes the following functions:	2009/10: 0 recommendations tracked through 0 follow-up requests 2009/10: 900 recommendations tracked through 34 follow-up requests	
			(a) Systematic review of Boards of Inquiry findings and recommendations	1 workshop for all Boards of Inquiry focal points aimed at improving the methodologies of the Board of Inquiry process and increasing the closure rate of Boards of Inquiry recommendations	
			(b) Tasking and monitoring of implementation of Boards of Inquiry recommendations	2008/09: 12 Boards of Inquiry focal points 2009/10: 17 Boards of Inquiry focal points	
			(c) Data analysis and reporting on implementation of Boards of Inquiry recommendations		
			(d) Provision of technical guidance to field missions on		

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			conducting Boards of Inquiry (e) Development of Guidance and procedures relating to Boards of Inquiry including templates and related tools (f) Development and delivery of training materials (g) Analysis of trends, gaps and best practices (h) Dissemination of lessons learned and best practice to missions		
Office of the USG/ Procurement Team	2 Professional: 1 P-5 1 P-4 1 GS (OL) Total: 3 posts	The core functions of the Field Procurement Policy and Liaison Team are as follows: (a) Managing and monitoring delegations of procurement authority by the Under- Secretary-General for Field Support to field mission staff (b) Developing procedures related to field contract management and integrated logistics support planning, including acquisition planning (c) Advising the USG for Field Support on field procurement issues	The Field Procurement Policy and Liaison Team is headed by a P-5 Procurement Management Officer and supported by a P-4 Procurement Management Officer and 1 Administrative Assistant	The Team, consisting of 3 members, is responsible for administering, managing and tracking procurement delegated to all peacekeeping and special political missions in the field (approximately 141 delegations). This includes liaising, as required, with the Chiefs of Mission Support/Directors of Mission Support and the Chiefs of Procurement at all offices The team is tasked with providing oversight and monitoring of an estimated $3.1 billion of field procurement activity. This includes	Summary of the fundamental difference between DM/ Procurement Division functions with respect to peacekeeping missions: Procurement Division establishes policies and procedures and is the technical procurement authority for the Secretariat. The Procurement Team, DFS represents DFS and the field in dealings with the Division, DM and other offices on all related matters, proposals and initiatives The ASG for Central Support Services issues a delegation of procurement authority to

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(d) Supporting the USG for Field Support and the Department of Management in the development and implementation of field procurement policy and procedures		the review and monitoring of all delegation reporting requirements and providing input to audit-related matters The team represents DFS and the field on all matters related to procurement including procurement reform, policies, procedures, training, guidance, delegation issues and all new initiatives. The team members serve on numerous inter- and intradepartmental working groups and also represent DFS/the field in the High-level Committee on Management Procurement Network The team is also responsible for providing expert advice, briefing notes and position papers to senior management on procurement-related issues, proposals and initiatives	the USG for Field Support, who then further delegates to the missions. The Procurement Team is responsible for issuing and managing the delegations to all the peacekeeping and special political missions in the field. The Procurement Division is not involved in this process
Office of the USG/Risk Management Team	1 P-3 Total: 1 post		The risk management capacity is established to ensure that risk management becomes an integrated and ongoing process implemented by managers at Headquarters and	The Risk Management Officer provides guidance to all peacekeeping operations on the assessment of risks and the implementation of risk-mitigation measures.	The dedicated staffing capacity ensure that specific DPKO and DFS peacekeeping-related risk management requirements are addressed in the broader context of, and aligned

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			peacekeeping missions, while at the same time ensuring full adherence to Secretariat-wide risk management policy, guidelines and tools. The capacity is dedicated to supporting the implementation of risk management tools to provide clarity to and assist decision-making with sharp focus on operational and managerial support aspects of mounting and sustaining United Nations peacekeeping operations. It will also help highlight areas where management decisions need priority optimization. Research demonstrates that efficient risk management leads to optimized resource allocation and usage and increases focus on mandate implementation success The Risk Management Officer develops and enhances tools and guidelines and assists in the preparation of training materials for risk assessment, monitoring and reporting in the field; and provides substantive	including through the development and dissemination of policies and procedures to address risk issues The Risk Management Officer visits 4 peacekeeping operations to conduct a risk assessment and to assess risk-mitigation measures	with, the future Secretariat-wide risk management framework led by the Department of Management and provide the necessary, timely response capacity to systematically mitigate risks in a manner responsive to the high-tempo activities inherent in United Nations peace keeping operations

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			guidance and facilitates field mission risk management processes, including those linked to Headquarters frameworks; develops reporting formats and distribution timelines for all risk management matrices; provides guidance on and introduces methodologies for collecting, collating and disseminating information and data related to risk management planning; and carries out other programmatic and administrative tasks related to the risk management function		
Office of the USG/Integrated Operational Team	12 Professional: 9 P-5 3 P-4 Total: 12 posts	DFS coordinates with DPKO through administrative and logistic support specialists embedded in integrated operational teams in the Office of Operations. These teams are responsible for integrated planning of and integrated operational guidance and support to operations led by DPKO on mission-specific issues that cut across specialist functional areas, while specialist functional areas remain	12 Senior Support Officer and Senior Administrative Officer posts are assigned to integrated operational teams as follows: Africa I Division: Sudan integrated operational team (UNMIS and UNAMID): 4 Senior Support Officer/Senior Administrative Officer (including 1 P-4 Operational Officer and 1 P-4 Administrative Officer) Africa I Division: MINURCAT/AUPST:	The workload statistics below are achieved jointly with the Office of Operations: – 45 multidimensional substantive reports of the Secretary-General to the Security Council – 65 letters from the Secretary-General to the President of the Security Council – 160 substantive notes for presentations of the Secretary-General and other senior officials to the Security Council	Integrated operational team Senior Support Officers and Senior Administrative Officers closely coordinate with the Office of USG, Conduct and Discipline Unit, Field Personnel Division, Field Budget and Finance Division, Logistics Support Division, Information and Communications Technology Division of DFS, in the areas of personnel, finance, conduct and discipline, logistics, information and communications

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		responsible for the provision of technical guidance across missions in their specific areas of responsibility **ST/SGB/2010/1** The integrated operational teams are each headed by a team leader, who is accountable to the respective regional Director. The teams consist of political, military, police and support specialist officers, and are supported by specialized functional areas within the Office of Rule of Law and the Policy, Evaluation and Training Division, as needed The core functions of the integrated operational teams are the following: (a) Serving as a principal entry point for political, as well as integrated planning and integrated operational issues of a mission-specific, cross-cutting nature for the peacekeeping and special political missions under their purview, as well as for troop- and police-contributing countries,	2 Senior Support Officer/Senior Administrative Officer Africa II Division: 2 Senior Support Officer/Senior Administrative Officers to be shared among the West Africa and Great Lakes integrated operational teams Asian and Middle East Division: 2 Senior Support Officer/Senior Administrative Officers to be shared among the Asia and Middle East integrated operational teams Europe and Latin American Division: 2 Senior Support Officer/ Senior Administrative Officers to be shared among the Europe, Haiti and Timor-Leste integrated operational teams Integrated operational team support and administrative specialists coordinate and integrate a wide range of activities within DPKO and DFS to assist field missions in implementing their mandates, in coordination with entities within DFS. Among other activities,	– 25 consultations with troop-contributing countries – 45 oral briefings to the Security Council on peacekeeping issues – 51 weekly briefing notes on peacekeeping operations for the Security Council – Provision of background information and advice to the General Assembly and its bodies on peacekeeping issues Provision of integrated advice to the permanent missions to the United Nations, the specialized agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues – Integrated planning of potential and adjusted peacekeeping operations – Integrated concept of operations for potential and adjusted peacekeeping operations – Integrated and/or issue-specific	technology and other general management issues

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Member States and other relevant partners (b) Providing or coordinating day-to-day political and integrated operational guidance and support to DPKO-led operations under their purview on mission-specific issues that cut across specialized functions, including the implementation of political and integrated mission strategies in support of mandate implementation (c) Ensuring the resolution of operational issues and monitoring the implementation of relevant mission plans (d) Conducting the integrated review of the operational resource requirements for DPKO-led operations under their purview, while responsibility for specialized policy and technical support related to the budget remains with the specialized functional areas in the Department of Management and DFS, respectively	they are responsible for leading the following activities, including: Lead technical assistant missions including formulation of terms of reference, to ensure alignment of operational plans with overarching mission strategy and to formulate Mission Concept, including planning assumptions Provide strategic guidance for the development of mission results-based budget frameworks and budgets; review mission results-based-budget frameworks; conduct integrated review of mission structures and staffing tables, and advise DFS on critical staffing requirements and priorities for filling posts Prepare reports of the Secretary-General to the Security Council, reports and briefings to the Security Council and General Assembly, and periodic reporting on mission-specific issues Serve as principal point of entry for political, as well as integrated planning and operational issues, integrate	assessments for potential and adjusted peacekeeping operations – Provision of guidance to all peacekeeping operations on strategic, policy, political and operational matters – 14 coordinated task forces and working groups with internal and external partners for complex multidimensional peacekeeping operations – Institutional cooperation and/or operational support agreements concluded with regional organizations for joint crisis prevention and response – Advice and operational support to the African Union on strengthening its capacity to plan, manage and sustain peacekeeping operations	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			operational guidance and support to field missions on day-to-day mission-specific issues, and provide guidance to missions on the implementation of integrated strategic and operational objectives to support mandate implementation		
			Monitor and follow-up implementation of mission-specific recommendations of evaluation reports		
			Resolve mission-specific critical issues requiring coordination beyond DPKO and DFS		
			Develop political strategies to address specific political challenges, and provide guidance for the Special Representative of the Secretary-General on the development and implementation of political strategy		
			Coordinate inter-mission cooperation, relations with regional and multilateral organizations, United Nations system and other stakeholders on the implementation of mission mandates		
			Monitor and provide guidance on measures		

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
			related to the security of personnel in support of missions, in coordination with the Department of Safety and Security and partners		
			Integrate response to any crisis situation affecting a mission; support the Situation Centre in round-the-clock coordinated crisis monitoring and communications with the field; convene crisis response cell; update and advise senior decision makers; analyse and update situations for the Security Council; conduct after-action reports on crisis management/response; and ensure the integration of mission security assessments and contingency plans with broader strategic and operational mission plans		

2. Field Personnel Division

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Field Personnel Division/ Office of the Director	2 Professional: 1 D-2 1 P-4 2 GS (OL) Total: 4 posts	**ST/SGB/2010/2** The Field Personnel Division is headed by a Director, who is accountable to the USG, and comprises the Office of the Director, the Field Personnel Operations Service and the Field Personnel Specialist Support Service. Each Service is headed by a Deputy Director/Chief of Service who is accountable to the Director of the Field Personnel Division	The Field Personnel Division delivers full operational support and specialist human resources management support (policy, organizational design, quality assurance, information management, recruitment and career development) to enable United Nations field operations to fulfil their mandates by designing, recruiting, developing and maintaining a high-quality civilian workforce The Director of the Division oversees the work of the Division, consisting of 120 staff (49 Professional and 71 General Service posts) The Director is responsible for setting the strategic human resources vision for peace operations and will exercise overall leadership and responsibility for the conduct of human resources management authorities delegated to DFS. The Director also serves as the primary human resources policy	2008/09: all peacekeeping operations and special political missions with a field presence Authorized posts: 30,804 authorized posts, of which 9,738 are international posts and 21,066 are national posts Encumbered posts: 21,788 staff deployed, of which 6,964 are international staff, 14,057 are locally recruited staff, 767 are National Professional Officers Conference with participation of 34 Chief Civilian Personnel Officers and Executive Officers from all peacekeeping operations and special political missions Proposals to Member States for improving conditions of service in non-family missions	OHRM is the central authority for human resources management within the Secretariat. The Field Personnel Division, DFS, exercises the authority delegated by OHRM for workforce planning, conditions of service, recruitment and placement, performance management and staff development, as well as for the administration of benefits and entitlements, for staff assigned to family and non-family missions

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			adviser to senior leadership in DPKO and DPA, at Headquarters as well as in the field The Office of the Director currently consists of 1 D-2, 1 P-4 Administrative Management Officer and 2 GS (OL)		
Field Personnel Division/ Field Central Review Body	2 Professional: 1 P-4 1 P-3 2 GS (OL) Total: 4 posts	**ST/SGB/2009/5** **Establishment** The Field Central Review Boards were established in DFS to advise on the recommendation of candidates for inclusion in rosters in all occupational groups at the P-5 and D-1 levels in peacekeeping operations and special political missions, who may be subsequently selected for appointment to specific positions The Field Central Review Committees were established in DFS to advise on the recommendation of candidates for inclusion in rosters in all occupational groups in the Professional category for posts up to and including the P-4 level, as well as posts in the Field Service	The Field Central Review Body secretariat is headed by a P-4, serving as Chief of the Unit, who reports directly to the Director of the Field Personnel Division The Field Central Review secretariat is responsible for reviewing the process leading to the recommendation of candidates for the DFS roster. The Field Central Review secretariat is established in the Office of the Director. In line with the central review bodies of the Secretariat, 3 bodies have been established for the field. The Field Central Review Board engages in a process review to oversee the filling of vacancies at the P-5 and D-1 levels, the Field Central Review	The field central review bodies have 118 staff members located in 22 peace operations and special political missions. All reviews are done virtually 2009/10: 2,626 cases sent for review	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		category at the FS-6 and FS-7 levels, in peacekeeping operations and special political missions, who may be subsequently selected for appointment to specific positions The Field Central Review Panels were established in DFS to advise on the recommendation of candidates for inclusion in rosters in all occupational groups in the Field Service category, up to and including the FS-5 level, in peacekeeping operations and special political missions administered by DFS, who may be subsequently selected for appointment to specific positions **Composition of the Field Central Review Boards** A Secretary selected by DFS serves as a non-voting member. A representative of the Field Personnel Division, designated by the Director of the Division, serves as an ex officio non-voting member	Committee reviews the filling of posts at the Professional level up to P-4 as well as the FS-6 and FS-7 levels and the Field Central Review Panel reviews the filling of posts at the FS level up to FS-5 The P-4 serves as the Secretary of the Field Central Review Committee. The other Professional in the Unit serves as Secretary to the Field Central Review Board and the Field Central Review Panel		

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		Composition of the Field Central Review Committees A Secretary selected by DFS serves as a non-voting member. A representative of the Field Personnel Division, designated by the Director of the Division, serves as an ex officio non-voting member **Composition of the Field Central Review Panels** The provisions governing the composition of the Field Central Review Committees applies also to the composition of the Field Central Review Panels, except that the Field Central Review Panels are composed of staff members at the P-3 and/or FS-6 levels and above **Functions of the field central review bodies** Where a field central review body has questions or doubts regarding the applicable procedures, it shall request the necessary information from the ex officio member representing DFS. If the questions are answered			

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		and the doubts are resolved to the satisfaction of the field central review body, that body shall proceed as provided in section 5.3 of the bulletin			
Field Personnel Division/ Field Personnel Operations Service	**Office of the Chief, Field Personnel Operations Service/ Entitlements and Travel Section/ Regional Sections** 4 Professional: 1 D-1 1 P-5 2 P-3 8 GS (OL) Total: 12 posts **Regional sections** 14 Professional: 3 P-5 4 P-4 7 P-3 36 General Service: 6 GS (PL) 30 GS (OL) Total: 50 posts	**ST/SGB/2010/2** The Field Personnel Operations Service comprises the Office of the Deputy Director, and 4 Integrated Regional Human Resources Management Sections. The Integrated Regional Human Resources Management Sections are each headed by a Chief, who is accountable to the Deputy Director/Chief of Service The Integrated Regional Human Resources Management Sections are charged with the direct delivery of the full range of delegated human resources services. The core functions of the Sections are as follows: (a) Administering the international staff of field operations (b) Assessing the propriety and accuracy of staff selections made by field operations and,	The Chief oversees the work of the Service, which comprises 4 regional sections The front office consists of 1 P-5 Deputy Chief/Chief Special Entitlements and Travel Unit and 2 GS (OL) Administrative Assistant. The Special Entitlements and Travel Unit consist of 2 P-3 and 6 GS (OL) staff, who are responsible for the administration of special entitlements, allowances and benefits, such as rental subsidy, education grant, claims, mobility and initial mission-bound travel arrangements for DFS staff, military and police The Chief of Service oversees the work of 4 regional Sections: Africa I, Africa II, Asia and the Middle East (headed by a P-5) and Europe and the Americas (headed by a P-4) The regional sections provide	As at 30 June 2009 Direct personnel support to 6,964 international staff in all field operations 2008/09 3,245 selections, 2,610 staff deployed 1,477 new recruits 11,193 passengers travelled for a total amount of $43.7 million 35,303 personnel actions processed in IMIS (19,323 in the field and 15,980 at Headquarters) Developed, promulgated and implemented guidelines for transitional arrangements for United Nations contractual reform	

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		(c) Exercising delegated authorities with respect to the application of Staff Regulations and Rules in the context of the preparation of offers of appointments and letters of assignment and letters of assignment; initial travel arrangements; personnel actions; and, making discretionary decisions within the authority delegated	(a) Backstopping services in the functional areas of planning, implementation of strategic plans, assistance to missions in meeting their human resources objectives, administration, including on-boarding, to field missions that do not have delegated human resources management authority (b) Implementing a strategic integrated plan leading to the mobilization of required staffing resources through selection and placement of suitable candidates overseeing and providing expert advice to missions in exercising delegated authority in the recruitment and staff benefits administration (c) Assisting missions in meeting human resources objectives in line with their strategic frameworks and human resources action plans		

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Field Personnel Division/Field Personnel Specialist Support Service/ Office of the Chief	1 D-1 1 GS (OL) Total: 2 posts	The Field Personnel Specialist Support Service comprises the Office of the Deputy Director/Chief of Service, the Policy, Guidance and Organizational Design Section, the Quality Assurance and Information Management Section, and the Recruitment, Outreach and Career Development Section. Each Section is headed by a Chief, who is accountable to the Deputy Director/Chief of Service	The Deputy Director of the Division/Chief of Service is responsible for overseeing the work of the Policy, Guidance and Organizational Design Section, the Quality Assurance and Information Management Section and the Recruitment, Outreach and Career Development Section The front office of the Service consists of 1 D-1 and 1 GS (OL)	Provide human resources oversight, regular policy guidance and support to 6,964 international staff, 14,057 locally recruited staff, 767 National Professional Officers and approximately 2,500 United Nations Volunteers in all field operations	
Field Personnel Specialist Support Service/Policy, Guidance and Organizational Design Section	8 Professional: 1 P-5 2 P-4 4 P-3 1 P-2 6 GS (OL) Total: 14 posts	The core functions of the Policy Guidance and Organizational Design Section are as follows: (a) Providing guidance on the implementation of Staff Regulations and Staff Rules and human resources policies to field operations and contributing to the development and/or improvement of policies governing conditions of service for staff in the field operations, in collaboration with the Office of Human Resources Management (b) Advising on organizational norms	The Office of the Chief consists of 1 Chief (P-5) and 1 GS (OL). The Policy Guidance Unit consists of 1 Chief P-4, 1 P-2 Human Resources Officers, 1 GS (OL) Human Resources Assistant The Chief P-4 is responsible for providing guidance on the implementation of staff rules and policies as applied to field personnel, develop and promulgate internal guidelines for the implementation of staff rules and human resources policies in the field, and coordinating	**Policy guidance** Guidance on the application of policies in the context of field operations to 6,964 international staff, 14,057 locally recruited staff, 767 National Professional Officers and approximately 2,500 United Nations Volunteers in all field operations Webpage with over 9,600 unique visits from 28 May to 31 August 2009 **Organizational Design and Classification Unit** 2008/09: 3,311 posts classified	

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		and designing templates for organizational structures and the level of staffing resources in field operations (c) Exercising delegated authority regarding the classification of posts in field operations (d) Coordinating the development of standard operating procedures with the relevant areas of the Division (e) Conducting strategic workforce planning, forecasting, and trends analyses, and developing strategies to address human resource requirements for field operations (f) Participating in technical assessment and planning missions to identify organizational structure and staffing requirements of new, expanding or changing field operations and (g) Communicating with field staff at large on human resources issues affecting their conditions of service and working environment	staff/management consultations on human resources issues One P-2 Human Resources/ Communications Officer assists the Unit in developing and maintaining communication mechanisms with field staff at large on human resources issues affecting the conditions of service and working environment and developing the Division's website The Organizational Design and Classification Unit consists of 1 Chief (P-4) 4 P-3 and 4 GS (OL) 2 P-3s Human Resources Officers are responsible for advising all peacekeeping operations and special political missions on organizational design and mission staffing structure (e.g. reporting lines, categories of staff, numbers, grade level and functional title of the posts), staffing table management, post management and development of generic job profiles. They also conduct strategic	(368 UNIFIL; 2,166 MONUC; 10 UNFICYP; 717 UNOCI; 50 UNLB) **2009/10** Framework for the classification of national posts further developed and implemented Provision of advice on the staffing structure as well as categories, levels and functional titles of posts based on ICSC standards, established policies and standard practice, as appropriate through 12 Abacus team visits	

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			workforce planning and carry out gap analysis to ensure that projected demands for peacekeeping operations and special political missions can be satisfied 2 P-3s Classification Officers assist the Chief in exercising delegated authority for the classification of mission posts		
Field Personnel Specialist Support Service/Quality Assurance and Information Management Section	9 Professional 1 P-5 2 P-4 6 P-3 11 General Service 2 GS (PL) 9 GS (OL) Total: 20 posts	The core functions of the Quality Assurance and Information Management Section are as follows: (a) Ensuring consistency and high quality in the application of human resources management rules, policies and procedures, both at Headquarters and in field operations (b) Evaluating and reviewing the performance of human resources functions in United Nations field operations through self-monitoring and implementation of Human Resources Action Plans in field operations (c) Managing, producing and analysing data used in the	The Section comprises 2 Units and is headed by a Chief at the P-5 level, assisted by 1 GS (OL) The Quality Assurance Unit comprises 1 Chief (P-4), 5 P-3 Human Resources Officers (including 1 on general temporary assistance), and 2 GS (OL) Human Resources/Legal Assistants The Unit is responsible for monitoring the performance of human resources management in field missions within the authority delegated to each mission ensuring consistency in the application of rules, regulations, policies and procedures in field operations through self-monitoring activities,	**2008/09** 3 standard operating procedures developed Midpoint review for human resources action plans Training in the Programme for an Advanced Compendium of Trainees (PACT) Handled over 22 audit reports Comments for an average of over 144 recommendations and follow-up requests from the BOA, OIOS and the JIU 300 cases received from the Ombudsman's Office 70 cases in the formal justice system and 70 cases in the informal system (outside the remit of the Ombudsman – e.g. dealing with the	

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		management of human resources in United Nations field operations and reporting thereon to the legislative bodies, Member States, and senior leadership in the Secretariat (d) Developing, maintaining and supporting automated information management systems and their application for human resources management (e) Administering and archiving the official status files of international staff members in field operations and (f) Training of newly recruited field human resources management staff	development of standard operating procedures and undertaking mission assistance visits One P-3 Human Resources Officer serves as focal point for delegation of authorities and works with OHRM on redefining the scope of additional delegated authority, clarifies and responds to queries on delegation of authority and oversees the overall implementation of all delegated authority One P-3 Human Resources Officer is responsible for providing baseline data for and advising on the development of human resources action plans and monitors the implementation of the plans in all field missions One P-3 Human Resources Officer is responsible for strengthening the cadre of human resources practitioners in the field through candidate review, development and delivery of training programmes including the induction of newly recruited Chiefs Civilian Personnel Officers, the	Panel on Discrimination and Other Grievances, requests for Field Personnel Division intervention from Staff Counsellors and staff unions) **2009/10** Development of 3 e-learning courses for approximately 700 human resources personnel in the field PACT training for approximately 10 external candidates selected for Human Resources Officer positions **Information Management and Registry Unit** Over 50 unique quantitative reports on all human resources performance indicators Operational support and training for all field operations Implementation of Lean Six Sigma methodologies and the standardization of business process mapping notation as organizational standards for such projects as enterprise resource management	

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			Programme for an Advanced Compendium of Trainees and development of structured e-learning modules for human resources management specialists in the field and at Headquarters One P-3 Human Resources Officer serves as the Division's focal point for audits. The incumbent undertakes research and provides responses to the DFS audit focal point, OIOS and the Board of Auditors. This incumbent also follows up with missions and DFS and ensures implementation of oversight body recommendations One P-3 Human Resources Officer serves as the Division's focal point for formal and informal dispute resolution (administration of justice).The Human Resources Officer undertakes research and provides responses to the Administrative Law Unit, the Management Evaluation Unit, the Ombudsman's Office, the Office of Legal	**Registry** 11,500 official status files for all active and non-active international civilian staff in peace operations	

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			Affairs, the Conduct and Discipline Unit and Office of Staff Legal Assistance		
			The Information Management and Registry Unit consists of 1 P-4 Chief, 2 P-3 Information Systems Officers, 2 GS (PL) Information System Assistants, 2 GS (OL) Information Systems Assistants and 4 GS (OL) Registry Assistants		
			One GS (PL) oversees the Registry which contains official status files for all active and non-active international civilian staff in peace operations and back-stops on training		
			Four Registry Assistants (GS (OL)) provide access and maintain official status files, ensuring compliance with record-keeping policies, established security and confidentiality safeguards and standard operating procedures. The Registry Assistants are responsible for maintaining and providing access to official status files of all international civilian staff in peace operations		

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
			1 P-3 Information Systems Officer, assisted by 1 GS (PL) and 1 GS (OL), carries out the operational support, providing access and related security management for the existing human resources IT systems (Inspira and other desktop tools provided by OHRM and the Information and Communications Technology Division and administration of databases for all peacekeeping operations and special political missions. In addition, they provide substantive training on human resources systems at Headquarters and in field missions through e-mail, teleconferences, videoconferences, WebEx, and visits to peace operations and technical training to IT and human resources administrative staff One P-3 Information Systems Officer, assisted by 1 GS (OL), is engaged in business process improvement, including improvement and management of ongoing and emerging		

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			business functions; Lean Six Sigma process analysis and project management; Prince 2 project management; business process and mapping They are also responsible for statistical analysis and producing reports for managing, producing and analysing data		
Field Personnel Division/ Field Personnel Specialist Support Service/ Recruitment, Outreach and Career Development Section	9 Professional 1 P-5 3 P-4 4 P-3 1 P-2 5 GS (OL) Total: 14 posts	The core functions of the Recruitment, Outreach and Career Development Section are as follows: (a) Developing and implementing strategies for the recruitment of pre-vetted and highly qualified candidates for field operations, with special attention to increasing recruitment of qualified female candidates (b) Creating and maintaining a roster of pre-vetted and highly qualified candidates for field operations (c) Coordinating targeted outreach to Member States, regional organizations, peacekeeping partners, professional networks and other organizations	The Chief of Section at the P-5 level, assisted by 1 GS (OL) Administrative Assistant, oversees 3 Units, each headed by a P-4, the Recruitment Unit, the Outreach Unit and the Career Development and Succession Planning Unit The Outreach Unit consists of the Chief (P-4), 2 P-3 Human Resources Officers and 1 Human Resources Assistant The 2 P-3 are responsible for identifying and attracting suitable candidates for placement on standing rosters in all occupational groups utilized by peace operations through	**2008/09** **Outreach activities** Women in aviation job fair, Atlanta, United States; international supply chain management job fair, Charlotte, United States; Tufts School of International Relations annual career day; Peacebuilding Centre in Ghana; Peacebuilding Centre in Lebanon; Peacebuilding Centre in Italy Japan recruitment mission; Germany recruitment mission **Recruitment** 216,000 applications received 248,000 applications assessed 140 expert panels	

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics on value chosen to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
		in the United Nations common system (d) Developing and implementing career management strategies, frameworks and tools for staff serving in United Nations peace operations (e) Managing succession planning, vacancy management, recruitment or placement of senior mission support leadership	outreach activities based on workforce planning, gap analysis, and geographical and gender representation The Recruitment Unit comprises the Chief (P-4), 1 P-2 Occupational Group Manager and 1 GS (OL) (supplemented by GTA positions) The Occupational Group Manager (supplemented by GTA positions) is responsible for developing standing rosters of qualified candidates who have been endorsed by the field central review bodies for each of the 587 occupational specialties and levels required in all peacekeeping operations and special political missions The Career Development Unit consists of 1 P-4, 2 P-3 Human Resources Officers and 2 GS (OL) Human Resources Assistants The Chief P-4 is responsible for succession planning to strengthen the development and	**Career support** The Division provided direct career support through on-site visits to 504 individual staff in UNIIIC, UNMIK, UNIOSIL, UNMEE, UNOMIG and UNMIN. Cases were followed up through e-mail, phone calls and videoconferences 335 of these staff were placed in other missions	

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			selection of senior mission support personnel 2 P-3 Human Resources Officers are responsible for providing career development support to all staff in peace operations and for managing the mobility of all international staff		

3. Field Budget and Finance Division

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
Department of Field Support/Field Budget and Finance Division	45 Professional: 1 D-2 1 D-1 3 P-5 15 P-4 23 P-3 2 P-2 32 General Service: 4 GS (PL) 28 GS (OL) Total: 77 posts	**ST/SGB/2010/2** The Field Budget and Finance Division is headed by a Director who is accountable to the USG of the Department. The Division is comprised of the Office of the Director, the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section The Budget and Performance Reporting Service is headed by a Chief of Service, who is accountable to the Director of the Division. The Service consists of 2 Sections, each headed by a Chief The core function of the Budget and Performance Reporting Service is to support field operations in the areas of budget and finance, including: (a) Supporting the preparation of budget proposals, performance reports and other budgetary documents by providing guidance to field operations,	**Office of the Director, front office** (1 D-2, 1 P-4, 1 P-3, 2 GS (OL)) The Director provides the managerial oversight and strategic direction of the Division. In addition, the Director contributes to the formulation of the Department's overall strategies and policies and acts, as required, in an advisory capacity to both the USG and the ASG. He/she provides leadership in the development of innovative and change-management initiatives to provide budget and financial management support to the mission **Office of the Director, Field Finance System Support Unit** (1 P-4, 2 P-3, 1 P-2, 2 GS (OL)) The Unit provides information technology support, including help desk, technical maintenance and functional guidance, to all field operations on Sun and Progen financial information	As reflected in the results-based-budgeting framework for 2010/11 support account budget **Office of the Director** – Negotiation of 15 agreements with the United Nations Volunteers Programme in Bonn with regard to the services of Volunteers deployed to peacekeeping operations and special political missions – Provision of information technology support, including help desk, technical maintenance, and functional guidance, to all field operations on Sun and Progen financial information systems – 2 results-based-budgeting support visits to field operations to provide advice on frameworks for the budget and performance reports **Budget and Performance Reporting Service** – Coordination, cross-cutting and regulatory advice to all field	Summary of the fundamental difference between the Peacekeeping Financing Division and the Budget and Performance Reporting Service functions with respect to peacekeeping missions: The Budget and Performance Reporting Service represents peacekeeping operations within the Secretariat with regard to financial requirements and processes, and provides direct support to field operations and the leadership of DPKO and DFS in relation to financial matters. In addition to liaising with OPPBA in this regard, the Field Budget and Finance Division works closely with peacekeeping operations in developing specific resourcing issues related to ongoing and transitioning operations, as well as field practices and procedures needed to ensure compliance with the United Nations Financial Regulations and Rules. The Field Budget and Finance Division also supports

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		including through field support visits, and offices at Headquarters, particularly DPKO, the DPA and DFS, on budget policies, procedures, processes, systems, practices, rules and regulations; results-based budgeting; and the implementation of recommendations by advisory and legislative bodies (b) Representing DFS and field operations in discussions with legislative and advisory bodies, as necessary, including the provision of inputs to the Office of Programme Planning, Budget and Accounts for formal responses and communication to legislative bodies (c) Supporting the implementation of approved budgets for field operations by providing guidance to field operations and offices at Headquarters on policies, procedures, processes, systems, rules and regulations with regard to budgetary/allotment authorizations, redeployments and actual and projected expenditures within the	systems. In addition, the Unit is involved in the development of and support for all field operations regarding the new International Public Sector Accounting Standards, ERP and enterprise budgeting application projects **Office of the Director, Field Finance Procedures Management Unit** (2 P-4, 2 P-3, 3 GS (OL)) The Unit supports the work of the Division with advice, guidance and training for DPKO and DFS staff and the field on cross-cutting issues in budget and finance **Budget and Performance Reporting Service** (1 D-1, 2 P-5, 8 P-4, 10 P-3, 1 P-2, 2 GS (PL), 16 GS (OL)) The Service comprises 2 Sections and is responsible for the budgetary functions of the Division, overseeing the development, coordination and implementation of support services to all field operations,	operations on the formulation of budget proposals and performance reports, maintenance and preparation of financial accounts, and management of available resources – Development of strategic business analysis projects to support comparative analysis of major resourcing requirements across field missions, improved resourcing of new or expanding field missions, and other initiatives to facilitate improved cost-effectiveness in field resourcing – Provision of background information on operational financial policies, procedures and practices to advisory and legislative bodies (ACABQ and the General Assembly) in the context of all field operations, including peacekeeping operations – 15 field assistance visits to provide on-site support for mission	peacekeeping operations in maintaining their financial knowledge and skills, and manages the costs to the United Nations of equipment owned by contributed troops and police The Peacekeeping Financing Division is responsible for establishing policies, procedures and methodology for the estimation of resource requirements and providing policy guidance consistent with the Financial Regulations and Rules on matters relating to the financing of peacekeeping missions; preparing annual budgets and performance reports for active peacekeeping missions, liquidation budgets and reports on the disposition of assets for missions in liquidation; annual budgets and performance reports on the support account and UNLB; annual reports on the overview for peacekeeping and closed missions, and other ad hoc reports concerning the administrative and

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		Financial Regulations and Rules and budgetary and financial policies established by the Controller (d) Supporting the liquidation phase of field operations by: (i) Guiding field operations in the financial aspects of liquidation and preparing the liquidation budget, including through field support visits, and monitoring financial statements (ii) Assuming responsibility for the remaining liquidation activities upon termination of the field liquidation team's presence, including the completion of financial transactions The Memorandum of Understanding and Claims Management Section is headed by a Chief, who is accountable to the Director of the Division The core function of the Memorandum of Understanding and Claims Management Section is to undertake,	including budget formulation models, policies and standards, aimed at improving the quality, timeliness and consistency of budget formulation and reporting; and the application of the results-based methodology in formulating peacekeeping budgets and performance reports **Memorandum of Understanding and Claims Management Section** (1 P-5, 3 P-4, 8 P-3, 2 GS (PL), 5 GS (OL)) The Section provides support to troop-contributing countries, especially newly emerging ones, through continual briefings and clarifications of the contingent-owned-equipment process and maintains the established indicator of achievement of processing contingent-owned equipment claims	budget preparation, assessment of resource requirements, and implementation of significant financial administration initiatives – Advice to and development of financial management and administration capacity in all peacekeeping and other significant field operations, including development of financial professionals and coordinated analysis of field requirements in relation to new initiatives such as IPSAS and ERP implementation – Administration of residual financial affairs of 7 liquidating field operations (MONUA, UNAMSIL, ONUB, UNIIIC, UNOMIG, UNIOSIL and UNMEE), including preparation of financial accounts, follow-up on outstanding accounts and financial disputes, and compliance with outstanding administrative requirements	budgetary aspects of the financing of peacekeeping missions; providing substantive services to ACABQ and the Fifth Committee on peacekeeping financing issues; monitoring the cash flow status of the special accounts for the missions; issuing staff and funding authorizations for active peacekeeping missions, the support account, UNLB and for peacekeeping-related trust funds; manages the reimbursements for troop and police costs; organizing training workshops on the funds monitoring tool in peacekeeping missions and Headquarters

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		in consultation with the Office of Military Affairs, the Police Division and the Mine Action Service of DPKO and the Logistics Support Division of DFS, the financial aspects of the management of contingent-owned equipment and memorandums of understanding, related to Member States participating in peacekeeping operations and certain other field operations by: (a) Representing the Field Budget and Finance Division in memorandum of understanding negotiations with troop- and police-contributing countries for the deployment of troops and equipment to peacekeeping operations; participating in predeployment briefings/visits to Member States; and conducting briefings of permanent missions and visiting delegations on the contingent-owned equipment process (b) Reviewing verification reports from		– 5 workshops on field financial information systems for field personnel **Memorandum of Understanding and Claims Management Section** – Processing of contingent-owned equipment and death and disability claims for 17 field operations – Advice to 17 field operations and permanent missions of troop- and police-contributing countries on contingent-owned equipment and death and disability matters – Negotiations for 19 memorandums of understanding and 100 amendments to existing memorandums with respect to contingent-owned equipment – Organization of the 2011 Working Group on Contingent-Owned Equipment, including papers – Draft amendment of Contingent-Owned Equipment Manual to include decisions by the 2011 Working Group and legislative bodies	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		peacekeeping operations and certifying amounts payable; reviewing, verifying and certifying claims submitted by troop-contributing countries; and processing the death and disability claims for contingent members (c) Preparing and reviewing the budgets of field operations for major equipment and self-sustainment categories, including the establishment of requisitions and monitoring of allotments (d) Organizing and coordinating the Contingent-Owned Equipment Working Group, preparing related reports to the legislative bodies and updating the Contingent-Owned Equipment Manual (e) Liaising with permanent missions on issues related to Member State reimbursement policies and procedures, responding to queries and providing status reports		– Provision of 19 contingent-owned equipment briefings to permanent missions and/or delegations of Member States – 19 Pre-deployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing operations – 3 regional briefings conducted for major troop-contributing countries on contingent-owned equipment policies and procedures	

4. Logistics Support Division

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Logistics Support Division/Office of the Director	3 P-4 5 GS (OL) Total: 8 posts	**ST/SGB/2010/2** The Logistics Support Division is headed by a Director, who is accountable to the USG, and is comprised of the Office of the Director, the Operational Support Service, the Transportation and Movements Service and the Specialist Support Service. Each Service is headed by a Deputy Director/Chief of Service who is accountable to the Director of the Division	One P-4 is the Special Assistant to the Director in charge of the overall functioning of the front office; coordinate timely submission of high quality talking points and briefing notes; ensure provision of expert advice on logistical support to peace operations; conduct regular review of follow-up actions and coordination of the Division's actions/responses; prepare agenda, minutes, and action points of meetings chaired by the Director as well as coordinate follow-up actions; coordinate responses/inputs for the Division's actions/ requirements from other high-level meetings; review of code cables, notes verbales, facsimiles, memorandums, routing slips, and other correspondence for accuracy, language and format before signature of the Director One P-4 post develops and coordinates preparation of performance reports; coordinates the budget guidelines for the Division's services/sections and field missions; coordinates and consolidates timely and comprehensive responses to ACABQ and legislative bodies' observations and queries; administers and	Administrative Officers provide specialized advice to the Director. GS staff perform clerical and administrative support function for the Office of the Director Board of Auditors report on peacekeeping operation; OIOS audits; mission audits; biannual reporting on outstanding recommendations (61 in 2009); OIOS annual and mission reports; JIU reports Coordination of attendance in Fifth Committee and ACABQ meetings covering all field missions and departmental budgets Review, coordinate, follow up approximately 30-50 documents a day	

Office Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
			maintains IMDIS for the Division for performance measurement. Serves as focal point in the Division for coordination of responses on audit observations and recommendations for both OIOS and the Board of Auditors. Prepares inputs for the Division's workplan One P-4 post initiates and coordinates actions covering the entire span of human resource activities, e.g., recruitment, placement, promotion, performance appraisal, vacancies, job classification reviews, separation of staff members, training, etc., ensuring consistency in the application of United Nations rules and procedures		
Logistics Support Division/Specialist Support Service/ Office of the Chief	1 D-1 1 GS (OL) Total: 2 posts	The Specialist Support Service comprises the Medical Support Section, the Engineering Section, the Supply Section, the Contingent-Owned Equipment and Property Management Support Section, and the Cartographic Section	See below by Section	Provides guidance to 5 specialist units	
Logistics Support Division/Specialist Support Service/ Engineering Section	13 Professional: 1 P-5 4 P-4 8 P-3 3 GS (OL) Total: 16 posts	The core functions of the Section are as follows: Ensuring the provision of living and working accommodation, utilities and civil engineering infrastructure in field operations	Oversight of the design of living and working facilities in all peacekeeping and field-based political and peacebuilding missions and review of the accommodations required in field missions through missions review visits.	Total peacekeeping appropriation of $1,015,041,235 under facilities and infrastructure in fiscal year 2010	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distri[illegible]n*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			The Engineering Section manages a total of 38 systems contracts with a total value of $758,012,975		
Logistics Support Division/Specialist Support Service/ Supply Section	19 Professional: 1 P-5 6 P-4 11 P-3 1 P-2 6 GS (OL) Total: 25 posts	The core functions of the Section are as follows: (a) Ensuring the provision of rations and fuel, engineering support services, management of United Nations property and contingent-owned equipment, medical support services, advice on environmental initiatives, and cartographic services in field operations (b) Planning, strategically managing, monitoring performance and ensuring technical compliance with contracts for the delivery of supplies and major services, including fuel rations, general supply and contract management (c) Providing support to the acquisition process for the field operations and Headquarters, including advanced acquisition planning, technical assistance to the procurement process and contract execution	Oversees the provision of rations, fuel and supply items to meet the needs of over 142,800 military, police and civilian personnel in all peacekeeping missions and over 5,500 military, police and civilian personnel in all political and peacebuilding missions. The Supply Section manages a total of 35 systems contracts and 11 Letters of Assist	Total peacekeeping appropriation in fiscal year 2010 of $177,956,396 under general supply items. Total peacekeeping appropriation of $375,423,000 under military contingents rations; $1,814,700 under military observer rations; in fiscal year 2010. $28,648,000 under formed police rations; $1,918,800 under United Nations police rations Total peacekeeping appropriation of $163,925,570 under generator fuel; $180,298,200 under aircraft fuel; $85,027,156 under surface transport fuel; and $2,213,200 under naval operations fuel	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Logistics Support Division/Specialist Support Service/ contingent-owned equipment Property Management Section	6 Professional: 1 P-5 3 P-4 2 P-3 6 General Service: 1 GS (PL) 5 GS (OL) Total: 12 posts	The core functions of the Section are as follows: (a) Providing policy and procedural advice to field operations and management in DFS on compliance with the United Nations rules and regulations on property management issues; monitoring and analysing inventory reports from field operations to determine trends in inventory management; collaborating with user groups to develop automation tools to accelerate the verification of assets and streamline the write-off process; supporting field operations by developing training programmes and materials; and, developing and setting global performance benchmarks with key performance indicators for field operations (b) Reporting on the performance of troop- and police-contributing countries and field operations in meeting obligations of memorandums of understanding; providing advice to other United Nations partners and Member States with regard to the logistics aspects of the contingent-owned equipment/memorandum of	The Section Chief manages and supervises the work of the Section and develops and provides policy advice. Each Unit is headed by a P-4 who manages and supervises the staff of the Unit. The Chief, Contingent-Owned Equipment Support Unit, is responsible for development of contingent-owned equipment policies, procedures, and strategic guidance and advice to United Nations Headquarters and field missions on the implementation and management of contingent-owned equipment, memorandums of understanding and contingent-owned equipment-related actions in coordination with other contingent-owned equipment stakeholders in DFS, DPKO and DM. This includes supervision of the development of requirements for new IT-based technical solutions for management of contingent-owned equipment/ memorandums of understanding and preparation of working papers and provision of cost data, cost-effectiveness analysis and simulations related to policy proposals from Member States and United Nations Headquarters to support the work of the Contingent-Owned Equipment Working Group. He/she coordinates DFS reporting to legislative bodies and auditors on the Logistics	Approximately $1.98 billion in United Nations-owned equipment non-expendable assets, comprising approximately 433,000 items, and $500 million in expendable property is maintained in field missions Reimbursements for contingent-owned equipment to Member States for their contributions of formed bodies of troops/police to peacekeeping operations is approximately $600 million annually, arising from 2,400 verification reports received in respect of 361 memorandums of understanding with Member States	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		understanding management system; liaising with permanent missions to address queries; developing and promulgating policies, procedures and guidelines to facilitate the establishment of effective and efficient mechanisms to manage memorandums of understanding, including the consistent verification of major equipment and self-sustainment capabilities; and providing training on the contingent-owned equipment programme	Support Division-related aspects of the implementation and management of contingent-owned equipment/ memorandums of understanding. The Chief is assisted by an Administrative Assistant. The P-3, assisted by an Administrative Assistant, is responsible for development of contingent-owned equipment training and technical guidance material, and the definition of requirements for new technical solutions for management of contingent-owned equipment/ memorandums of understanding. He/she is also responsible for day-to-day advice to contingent-owned equipment/ memorandums of understanding stakeholders at Headquarters and in field missions with respect to the logistics aspects of the contingent-owned equipment system, and for review of contingent-owned equipment verification reports to enhance compliance and consistency in the management of memorandums of understanding. He/she participates in contingent-owned equipment/ memorandum of understanding negotiations, as required, and assists with coordination and preparation of predeployment visits in support of Member State deployment to field missions. The third Administrative Assistant is responsible for the daily		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			management of the contingent-owned equipment/ memorandum of understanding databases, including technical support to field missions, develops business intelligence solutions for analysis of the United Nations and Member States in their provision of equipment and services under memorandums of understanding and assists in the identification of issues for follow-up		
			Within the Property Management Support Unit, the Chief (P-4), is responsible for strategic planning and management, development of policies and procedures, coordination with DM on the matters related to the delegation of authority for property management and inventory control, interaction with permanent mission stakeholders at Headquarters, provides support and advice to DFS Property Management Steering Group, including preparation of papers on cross-cutting issues, coordinates DFS reporting to the legislative bodies and auditors on property management, designs and monitors implementation of key property management projects. The second P-4, assisted by a GS Administrative Assistant, provides business intelligence expertise in the creation of inventory management analytical tools, development of		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
			key performance indicators, corporate targets and action plans for field mission, acts as subject matter expert for the design, integration and implementation of future ERP asset management solutions and introduction of new accounting standard, acts as project manager for rolling out of bar-code reading technology, other technological solutions for property management in the field. The P-3 leads on projects related to codification of data for expendable property, systematization and cleansing of data including the project for reclassification of non-expendable property, provides assistance to liquidating missions on liquidation planning and disposal plans and reports; leads on the development of training programmes for property management staff in the field. The GS (PL) Administrative Assistant and GS Administrative Assistant form the analysis and reporting cell of the Unit, provide guidance and review of missions' financial statements in the form of the fiscal year-end inventory report and calendar year-end inventory report, and produce managerial and statistical reports on United Nations-owned equipment		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Logistics Support Division/Specialist Support Service/ Medical Section	6 Professional: 1 P-5 4 P-4 1 P-3 1 GS (OL) Total: 7 posts	The core functions of the Section are as follows: Ensuring the health and well-being of members of field operations through medical planning, coordination, execution, and monitoring; developing operational medical policies, doctrine and guidelines in collaboration with the Office of Human Resources Management; overseeing the maintenance of medical support for field operations; making on-site assessments of host nation and regional medical facilities; and, advising on immunization and disease prophylaxis; and, managing systems contracts for medical materiel	Provision of United Nations medical guidelines to field missions and troop- and police-contributing Member States to assist troop- and formed police-contributing countries in the provision of medical facilities and services in accordance with United Nations standards at the time of deployment	A total of $87.9 million in medical services is appropriated under peacekeeping missions' budgets in the 2009/10 financial period. The Section supervises the functions of 226 level I clinics, 20 level II and III hospitals deployed in the field and manages medical supply contracts (medical equipment, medical supplies, drugs and pharmaceutical and blood) worth a total of over $30 million	
Logistics Support Division/Specialist Support Service/ Cartographic Section	2 P-4 1 GS (OL) Total: 3 posts	The core functions of the Section are as follows: Supporting field operations through the provision of accurate and timely geographic information and terrain analysis in support of the decision-making and operational needs, providing cartographic and geographic information services to the Security Council, senior management of the United Nations; producing planning and operational maps and geospatial data to meet the needs of field operations; and, providing oversight and coordinating activities	Development of a geospatial information service database including geospatial data, satellite imagery and scanned maps and information on delineation of boundaries in conflict areas in all peacekeeping and field-based political and peacebuilding missions in fiscal year 2010. Provide geographic information services (map and geo-data production, geographic information analysis, map portal and geo-visualization) to the Security Council, the Secretariat (all departments and offices) and the field. Provide programme management functions of United	One P-4 Officer is responsible for liaising with all offices responsible for field operations (DPKO, DFS, DPA, DSS) and all field missions' Chiefs of GIS and the Chief of the GIS Centre in Brindisi, and coordinating with United Nations agencies, international and regional organizations and Member States for geo-data sharing One P-4 Officer is responsible for liaising with all offices at Headquarters for	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		with the Geographic Information Sections/Units of field operations; researching and analysing international boundary issues to provide technical assistance to international boundary demarcation processes; and clearing maps to be printed in official publications of the United Nations in accordance with ST/AI/189/Add.25/Rev.1	Nations field missions' GIS sections and coordination with United Nations agencies and strategic partners for geo-data sharing Develop and maintain geo-databases including satellite imagery and scanned maps. Maintain GIS (6 GIS servers with a volume of 45 terabytes, workstation, equipment and software); provide technical assistance on international boundary issues and boundary analysis for responding to the border crisis and preventing conflicts to the Security Council, DPKO and DPA	geospatial services and specific field missions for boundary demarcation One GS (OL) staff is responsible for providing support to all staff members of the Section and GIS System Administrators of all missions, Information and Communications Technology Division and Information Technology Services Division	
Logistics Support Division/ Transportation and Movements Service/ Office of the Chief	2 Professional: 1 D-1 1 P-3 1 GS (OL) Total: 3 posts	The core functions of the Transportation and Movements Service are as follows: (a) Providing strategic guidance and coordination to ensure the provision of effective logistic capabilities in terms of air support, strategic air and sea lift for movement of military and civilian personnel and cargo, vehicles and spare parts at the required time and place in support of field operations (b) Translating capability requirements into detailed plans for the acquisition of goods and services (c) Providing support to the acquisition process for the field operations and Headquarters, including	Strategic guidance and coordination on air support, movement and ground and maritime transportation, and providing other transportation requirements during the life cycle of the field operations. The Chief of Service formulates, leads, implements and supervises the substantive work programme of the Service and oversees the management of activities undertaken by the Service, and he or she is assisted by the Administrative Management Officer, who initiates and coordinates issues with respect to human resources, budgetary and audit activities for the Service and by 1 Administrative Assistant who provides administrative assistance to the Chief of Service	Provides guidance to 3 transport areas	

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		advanced acquisition planning, technical assistance to the procurement process and contract execution (d) Planning and executing training courses, workshops and seminars for the development of staff in field operations and at Headquarters (e) Establishing, in collaboration with the Office of Legal Affairs and the Office of Central Support Services, standard comprehensive integrated policies and procedures, and manuals for the effective and efficient procurement of capabilities, such as aircraft, vehicles, strategic air and sea lift, from the commercial market, as well as from Member States under letters of assist			
Logistics Support Division/ Transportation and Movements Service/ Air Transport Section	14 Professional: 1 P-5 8 P-4 5 P-3 5 General Service: 1 GS (PL) 4 GS (OL)) Total: 19 posts	The core functions of the Air Transport Section are as follows: Providing air assets, as well as all related airfield and aviation ground support services, of the right type and numbers to facilitate the execution by field operations of mandated tasks, while ensuring through the aviation quality assurance programme that contracted services comply with the requirements of the	The Air Transport Section) is responsible for the specialized function of managing the DFS/DPA air fleet. At Headquarters, it provides advice and technical expertise to the senior leadership. At the Mission level, it provides policy, procedures and guidance for implementing operations and supports and monitors all areas of aviation in peacekeeping operations. The Section provides the road map for planning, organizing, training and equipping United Nations	Total peacekeeping aviation appropriation of $931 million in fiscal year 2009/10. Total appropriation in fiscal year 2010 of $468.6 million under hiring of helicopters; $211.3 million under fixed-wing aircraft; $51.6 million under aviation services and $3.4 million under procurement of aviation equipment. With the increase of the fleet and	

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		United Nations and International Civil Aviation Organization Standards and Recommended Practices	peacekeeping missions with aviation assets, personnel and aviation services along with criteria for assessing and evaluating the overall DFS aviation programme. Its involvement in missions is comprehensive and begins with the pre-mandate preparation phase by developing the initial aviation support plan and making periodic adjustments as necessary to conserve resources The unprecedented increase in the number of peacekeeping missions during the last 3 years has resulted in a dramatic growth in the DFS/DPKO air asset fleet. From 2003 to 2009, the fleet has grown from 103 to 285 aircraft deployed in all field missions including military assets involving 11 troop-contributing countries. It is anticipated that the fleet will reach 300 aircraft by end of fiscal year 2009/10. Financially, the Section accounts for an overall approved budget of $931 million for fiscal year 2009/10 and the current aviation fleet size is comparable to that of major air carriers Flew 150,000 flight hours and transported 823,680 passengers and 140,980 tons of cargo with 159 approved/registered commercial air carriers. Performs on-site inspection of all contracted air carriers and manages a total of 90 charter commercial contracts	the volume of the tasks associated to provide uninterrupted air support for all field missions, including 3 complex missions. The requirement is to ensure through the aviation quality assurance programme that DPKO aviation operations is well-planned and executed in accordance with the standards (inspection, performance reports, compliance activity). This programme is the baseline against which commercially contracted air carriers and letter of assist-provided aircraft compliance activities are measured. In addition, the programme is designed to mitigate risk and any exposure to the Organization while providing safe and secure air transportation to United Nations staff members and troops provided by troop-contributing countries	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Logistics Support Division/ Transportation and Movements Service/ Surface Transport Section	10 Professional: 1 P-5 3 P-4 6 P-3 3 GS (OL) Total: 13 posts	The core functions of the Surface Transport Section are as follows: Providing vehicles of all types and other engineering and airfield services specialized equipment, as well as all necessary ancillary services, including advice and guidance on the establishment and maintenance of facilities in field operations	A total of 23,381 ground transport assets are managed in all peacekeeping and field-based political and peacebuilding missions in fiscal year 2010, equivalent to $765 million in inventory. A total of 38 systems contracts are managed under surface transport with a not-to-exceed amount of $744 million	Total peacekeeping appropriation in fiscal year 2010 of $64 million under acquisition of vehicles; $22.7 million for the acquisition of spares; $6.3 million for repairs/maintenance and $2.8 million for worldwide third party liability insurance for vehicles and mobile equipment	
Logistics Support Division/ Transportation and Movements Service/Movement Control Section	9 Professional: 1 P-5 1 P-4 7 P-3 3 GS (OL) Total: 12 posts	The core functions of the Movement Control Section are as follows: Deploying and rotating military and United Nations police contingent personnel and their equipment; deploying United Nations strategic stocks by air and sea; and providing other transportation requirements during the life cycle of the field operations, including start-up, sustainment, transition and liquidation	The Chief of the Section oversees the work of the section on all strategic movement issues in all DPKO/DPA peacekeeping missions; advises senior management on multimodal international and inland transportation operations for implementation of effective movement plans; implements and develops policies, procedures and guidelines; approves associated cost estimates, budgets and requisitions; manages, supervises and coordinates tasks of the Section staff	Deploying and rotating military and United Nations police contingent personnel and their equipment, comprising over 115,000 military and police personnel in fiscal year 2010. Total peacekeeping appropriation in fiscal year 2010 of $228.2 million for rotation of military contingents; $19.3 million for rotation of formed police units For year ending 31 December 2008: – Total overall passenger movements: 218,868 passengers – Number of dedicated flights chartered: 924 flights (contingent-owned equipment and United Nations-owned	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
				equipment: 124 one-way flights/800 passengers round trip) – Overall cargo movements (sea and air): 282,284 cubic metres/53,028 tons Sea: contingent-owned equipment: 132,965 cubic metres/23,572 tons United Nations-owned equipment: 67,052 cubic metres/16,140 tons Air: baggage: 62,153 cubic metres/10,386 tons contingent-owned equipment: 19,044 cubic metres/2,752 tons United Nations-owned equipment: 1,070 cubic metres/178 tons Chartered: 31 ships/ shiploads	
Logistics Support Division/Operational Support Service/ Office of the Chief	1 D-1 1 GS (OL) Total: 2 posts	The Operational Support Service comprises the Logistics Operations Section, the Strategic Deployment Stock Unit, and the Aviation Safety Section The core functions of the Service are as follows: (a) Planning and coordinating integrated operational logistic support activities for all field operations supported	Formulation of recommendations and provision of regular advice to senior management of DFS and DPKO on logistics support issues affecting troop- and police-contributing Member States, and management of aviation safety and strategic deployment stocks	The Office of Chief provides guidance to the Logistics Operations Section, the Strategic Deployment Stocks Unit and the Aviation Safety Section	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		by the Logistics Support Division (b) Providing support to the acquisition process for the field operations and Headquarters, including advanced acquisition planning, technical assistance to the procurement process and contract execution (c) Ongoing management and development of systems contracts (d) Coordinating the preparation of training programmes for middle-management logistics officers at Headquarters and in field operations (e) Leading the liquidation process in field operations and implementing related actions at Headquarters to ensure that field operations meet expected milestones and that the approval of disposition of assets is achieved on the basis of agreed priorities (f) Providing the Director of the Logistics Support Division, in coordination with field operations, with recommendations for new technologies and mitigating measures that support the mandates of field operations			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(g) Representing the Logistics Support Division in negotiations on memorandums of understanding with Member States in predeployment briefings and managing the logistics aspects of the contingent-owned equipment/memorandum of understanding system in consultation with the Field Budget and Finance Division, the Office of Military Affairs, the Police Division, the Mine Action Service and field operations			
		(h) Identifying, in consultation with the Field Budget and Finance Division, the Office of Military Affairs, the Police Division, the Mine Action Service and field operations, shortfalls in logistics-related self-sustainment categories and major equipment, and following up with troop- and police-contributing countries and field operations to ensure that corrective actions are taken, where required			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Logistics Support Division/Operational Support Service/ Aviation Safety Section	5 Professional: 1 P-5 1 P-4 3 P-3 1 GS (OL) Total: 6 posts	The core functions of the Section are as follows: Managing the safety of air operations and assets of DFS to ensure that they meet the required international safety standards	Conduct of aviation safety assessment visits to all peacekeeping missions and field-based political and peacebuilding missions with aviation assets to provide on-site guidance and technical assistance in their compliance with aviation safety standards, including accident prevention, risk analysis and accident investigation. Also, the Section oversees and coordinates the DFS-wide implementation of the aviation operational risk management policy	The Aviation Safety Section is responsible for providing advice to the DFS Senior Management on all aviation safety related matters. The Section oversees and coordinates the activities in all missions with assigned aviation assets, and coordinates the activities of the Regional Aviation Safety Office in UNLB	
Logistics Support Division/Operational Support Service/ Logistics Operation Section	15 Professional: 1 P-5 5 P-4 9 P-3 6 GS (OL) Total: 21 posts	The core functions of the Section are as follows: (a) Developing, reviewing and amending logistic policies and procedures, including liquidation, in support of field operations (b) Planning and coordinating integrated operational logistic support activities for all field operations supported by the Logistics Support Division	Conduct of logistics assessment and review visits in all peacekeeping and field-based political and peacebuilding missions in fiscal year 2010 in connection with mission performance, ongoing and future logistic-related needs. The Logistics Operation Section is responsible for overseeing the Integrated Logistics and Support consideration in all activities for all peacekeeping and field-based political and peacebuilding missions and the United Nations Logistics Base. The Logistics Operation Section carries out strategic review of the cost estimations and performance report of the field missions, participates in memorandums of understanding, conducts logistics briefings and	The Section is headed by a Chief (P-5) with administrative support (GS) and organized to support the field missions in 4 geographic regions, and administrative management, including formulation of policies and guidelines Africa I Unit (1 P-4, 2 P-3, 1 GS): 1 large mission and 5 medium to small size field missions Africa II Unit (1 P-4, 4 P-3, 1 GS): 1 large and 11 medium to small size field missions Asia and Middle East Unit (1 P-4, 2 P-3,	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			coordinates the predeployment visits to advise the troop-/police-contributing Member States for appropriate nature of major equipment and various categories of self-sustainment to support their role for peacekeeping Also, the Logistics Operation Section reviews support account budget and performance reports (relating to the Service), coordinates responses to audit reports, observations, and recommendations from the OIOS and the Board of Auditors. Additionally the Section develops policies and guidelines related to operational aspects of mission support, technical assessment missions, liquidation etc., and follows up on their implementation in order to standardize the field missions logistically supported by the DFS	1 GS): 1 large and 10 medium to small size field missions. Europe and Latin America Unit (1 P-4, 1 P-3, 1 GS): 5 medium to small size field missions Administrative Management and Policy Unit (1 P-4, 1 GS)	
Logistics Support Division/Operational Support Service/ Strategic Deployment Stocks Unit	2 Professional: 1 P-4 1 P-3 2 General Service: 1 GS (PL) 1 GS (OL) Total: 4 posts	The core functions of the Unit are as follows: Managing the strategic deployment stocks inventory to ensure readiness, rapid deployment and replenishment	Identification and deployment of strategic deployment stocks and other logistic equipment capable of supporting start-up teams and initial troop/police deployments within 90 days of Security Council mandates. Deploying United Nations strategic stocks by air and sea and review of the strategic deployment stock composition based on peacekeeping mission requirements, lessons learned and technological changes	A total of $45 million in strategic deployment stocks items were dispatched to new and expanding operations in fiscal year 2009. The Strategic Deployment Stocks Unit coordinates the replenishment of equipment with DPKO self-accounting units and Peacekeeping Financing Division ensuring that all transactions comply	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
				with the accounting guidelines. The Unit has the oversight and reporting responsibilities for approximately $161 million worth of materiel	

5. Information and Communications Technology Division

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Information and Communications Technology Division/ Office of the Director	4 Professional: 1 D-2 3 P-4 2 GS (OL) Total: 6 posts	**ST/SGB/2010/2** The Information and Communications Technology Division is headed by a Director, who is accountable to the USG and is comprised of the Office of the Director, the Field Communications and Information Technology Operations Service and the Field Technology and Security Operations Section. Each area is headed by a Chief, who is accountable to the Director of the Division The Information and Communications Technology Division also supports the work of the Office of Information and Communications Technology in the following: (a) Establishing information and communications technology architecture and standards (b) Planning and implementing major infrastructure improvements for field operations (c) Implementing and supporting Organization-	The Director oversees the work of the Division. The Office of the Director consists of 3 P-4 Management Officers and 2 GS (OL) Administrative Assistants	Services and support are provided for all peacekeeping and field-based political and peacebuilding missions, comprising over 115,000 military, police and civilian personnel in 2009, services for countries contributing uniformed personnel (116 countries), and over 3,500 military, police and civilian personnel in field-based political and peacebuilding missions	The OICT is responsible for providing overall computing, telecommunications, office automation, software and hardware support and infrastructure support at Headquarters and, in cooperation with DPKO as appropriate, for lease lines and satellite communications to the overseas duty stations The OICT also provides infrastructure support for enterprise-wide applications such as IMIS, Galaxy, e-mail and ODS, as well as consulting and advisory services to all offices of the Secretariat, and undertakes research and development of new technologies Fundamental differences: Clients: personnel in field operations that include military and police forces Environment: hostile environments during conflict situations Services: broader spectrum of services (i.e. radio communications, radio locations, electronic countermeasures, radar,

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		wide applications and major shared applications for the field (d) Providing centralized information and communications technology project management support (e) Coordinating disaster recovery and business continuity planning for the field (f) Reviewing and approving information and communications technology field budget submissions (g) Maintaining strategic oversight of the enterprise data centres and major communications facilities, including review and approval of strategic directions			etc.), faster deployment cycles with a managed reserve (strategic deployment stocks) OICT focuses on policy formulation for the Secretariat and personnel located at Headquarters and offices away from Headquarters • Stakeholders are legislative bodies • Clients are offices at Headquarters in the Information and Communications Technology Division of DFS and peacekeeping missions; donors • Executive Officers and programme managers in departments and offices at Headquarters for which Organization-wide programmes with peacekeeping-related elements and/or backstopping of peacekeeping field missions are funded by the support account
Information and Communications Technology Division/ Field Communications and IT Operations Service/ Office of the Chief	1 D-1 1 GS (OL) Total: 2 posts	The core functions of the Field Communications and Information Technology Operations Service are as follows: (a) The Field Communications and Information Technology	The Field Communications and Information Technology Operations Service is managed by a D-1 reporting to the Director. The front office consists of a D-1 Chief of Service	As above	As above

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Operations Service provides information and communications technology operational, logistics and administrative support to field operations, as well as the management of information and communications technology-related resources	and 1 GS (OL). This Service consists of 2 sections		
		(b) Supports command, control, communications and computers, including coordination for military and police elements within field operations			
		(c) Manages the United Nations Secretariat global telecommunications infrastructure that underpins field operations, including the wide area network and DFS teleport located at the United Nations Logistics Base at Brindisi, Italy and the communications facility in Valencia, Spain			
		(d) Plans, coordinates, designs, delivers, supports and sustains reliable telecommunications services for field operations			

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(e) Coordinates the development of training information and communications technology officers in the field and (f) Plans and supports new field operations			
Information and Communications Technology Division/ Field Communications and IT Operations Service/ Field ICT Support Section	7 Professional: 1 P-5 2 P-4 4 P-3 6 General Service: 2 GS (PL) 4 GS (OL) Total: 13 posts	As indicated above for the Field Communications and Information Technology Operations Service/ Office of the Chief	This Section supports all peacekeeping and field-based political and peacebuilding missions, courts and commissions in all aspects of ICT operational planning, logistics and administration, including budget reviews, new mission planning, full life cycle responsibility for 43 systems contracts The ICT Field Support Section also has 1 P-4 and 1 P-3 Military Communications Officers from the Office of Military Affairs embedded in the Division. The P-4 and P-3 report directly to the Chief, Field ICT Support Section, and provide technical support regarding the management of military communications and interface between military and commercial communication networks and systems in the field	As above	As above

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Information and Communications Technology Division/ Field Communications and IT Operations Service/WAN/LAN Operations Unit	4 Professional: 1 P-4 3 P-3 5 General Service: 3 GS (PL) 2 GS (OL) Total: 9 posts	As indicated above for the Field Communications and Information Technology Operations Service/ Office of the Chief	The WAN/LAN Operations Section is headed by a P-4 and reports directly to the Chief of Service. This Section consists of 3 P-3 Desk Officers, 3 GS (PL) Satellite Technicians and 2 GS (OL) Administrative Assistants This section supports network connectivity to all DFS supported field missions providing voice, data and video services, including management and control of satellite transponders; oversight and guidance on disaster recovery activities, oversight, guidance and operational management of videoconferencing services During this period the provision of videoconference services grew by around 30 per cent; disaster recovery and business continuity assessment visits were conducted in 10 DFS-supported missions	As above	As above
Information and Communications Technology Division/ Field Technology and Security Operations Section	3 Professional: 1 P-5 2 P-4 1 GS (OL) Total: 4 posts	The core functions of the Field Technology and Security Operations Section are as follows: (a) Provides, implements and supports	The Field Information Security and Productivity Solutions Section is managed by a P-5 Section Chief reporting to Director and consists	As above	As above

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		field-specific information systems and applications (b) Collaborates with users to provide automated solutions in support of field operations (c) Supports the mapping and transition of information systems utilized in field operations to large-scale systems and technologies (d) Manages systems integration to leverage information systems and data to improve information exchange and ensure seamless interoperability (e) Assesses and implements measures to address information security threats and coordinates specific actions to ensure the prevention of serious loss or compromise of information and communications technology resources and data (f) Ensures the coherent and coordinated global usage of information systems across DPKO, DPA, DFS and field operations, in accordance with the established information	of 2 P-4s and 1 GS (OL) Administrative Assistant		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		and communications technology governance framework established by the Office of the Information and Communications Technology			

C. Department of Management

1. Office of the Under-Secretary-General

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of the USG/ Headquarters Committee on Contracts	3 Professional: 1 D-1 1 P-4 1 P-3 1 GS (OL) Total: 4 posts	**Based on a draft Secretary-General's bulletin that is currently pending approval** The secretariat of the Headquarters Committee on Contracts and Property Survey Board is headed by a Chair, who is accountable to the USG for Management with respect to the operational aspects of their functions. The Chair is independent with respect to the substance of his/her work related to the Headquarters Committee on Contracts and Headquarters Property Survey Board The functions of the secretariat are to provide substantive and technical servicing of the Headquarters Committee on Contracts and Property Survey Board and other relevant mechanisms The secretariat conducts training of members of the Local Committees on Contracts and Local Property Survey Boards. It also conducts	The Chair (D-1) of the Headquarters Committee on Contracts/ Headquarters Property Survey Board manages the combined secretariat of the bodies. He/she is responsible for ensuring the timely processing of all cases received and chairs about two thirds of the Headquarters Committee on Contracts meetings The Administrative Officer (P-4) serves the Committee as the Secretary. Of the 96 Headquarters Committee on Contracts meetings, the Secretary serviced 21 meetings as Secretary, in addition to conducting missions to train local committee on contracts members The Officer also serves as Headquarters Committee on Contracts trainer of members of local committees on contracts. The incumbent conducted 7 training sessions out of 17 Out of the 17 training sessions, the Capacity	During 2008/09, the Headquarters Committee on Contracts held 96 meetings and reviewed 687 proposed procurement cases and made recommendations to the ASG/OCSS The Headquarters Property Survey Board held 15 meetings and reviewed 389 cases and made recommendations to the ASG for Central Support Services and the Controller The Headquarters Committee on Contracts/Headquarters Property Survey Board secretariat conducted 17 training sessions for local committees on contracts and local property survey boards and trained 322 staff members	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		monitoring of the functioning of the local committees on contracts in cooperation with DFS	Development Officer (P-3) coordinated 10 training sessions. The Officer also contributed to the preparation of training plans and modules and developed the community of practice The Administrative Assistant (GS (OL)) serves the Committee as the alternate Secretary and performs administrative tasks. The Assistant serviced 34 Headquarters Committee on Contracts meetings, in addition to performing other administrative tasks		
Office of the USG/ Management Support Service	2 P-4 Total: 2 posts	Procurement Manual The role of Management Support Service is to: (a) Partner with Secretariat departments to lead change management activities and support their efforts to improve management practices and simplify administrative processes and procedures (b) Provide advice to Secretariat programme managers on implementing managerial reforms to enhance efficiency and effectiveness,	The Management Analysts (2 P-4) focus on providing support to DPKO and related entities on achieving process improvements and institutionalizing a process excellence function, which will build the Organization's process management capacity. Within given resources, the Management Support Service has already successfully started an initial undertaking of transferring critical process improvement skills on a limited basis. However, a critical mass of resources		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		particularly through introduction of best practices and support for restructuring, process improvement and self-evaluation The Management Support Service has established a strong and proven track record of providing solution-oriented and objective support to peacekeeping and related entities in the areas of change management, organizational design and business process improvement to enhance management practices and increase operational efficiency and effectiveness	dedicated to process improvement is needed for the success of the programme. This is further amplified since the Management Support Service has been dedicated to work in concert with the Umoja team. The Umoja project is an Organization-wide undertaking and as such, the Service, with its focus on DPKO and related entities, is needed to augment change management and business process improvement functions in an integrated fashion with the Umoja efforts The Management Analyst Officers assume a lead role in undertaking concrete process improvement projects and the transfer of relevant knowledge to other staff in order to establish sustainable in-house continuous process improvement capabilities integrated with the Umoja project. In this capacity, the Officers employ the established Umoja change management methodology to support the identification and management of		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			opportunities for continuous process improvements and serve as a coach on continuous process improvement initiatives. The incumbent will contribute to planning, implementing and overseeing an initial programme to develop an institutionalized capacity and a culture of continuous process improvement in an integrated fashion with organizational strategic objectives, including Umoja. Further activities include the identification of training needs and solutions. The Management Analyst Officer will provide additional services to peacekeeping entities in the areas of outreach and communication, change management and organizational design and restructuring. The analyst will travel to peacekeeping missions to update them on critical issues, build feedback mechanisms and work with peacekeeping staff to enable smooth implementation and ownership of new processes		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of the USG/Fifth Committee	1 P-3 Total: 1 post	**ST/SGB/2005/8** The core functions of the secretariat of the Fifth Committee and the Committee for Programme and Coordination are: (a) Providing substantive and technical services to the work of the Fifth Committee and the Committee for Programme and Coordination (b) Planning and organizing activities and services related to sessions of the Committees, and advising the chairpersons of the Committees, Member States, and offices and units of the Secretariat in all matters relating to the work of the Committees	The Secretariat Services Officer (P-3) is responsible for the following peacekeeping-related functions: assisting in preparing the reports of the Fifth Committee; reviewing the preparation of the notes for the Chair of the Fifth Committee and reviewing the Journal summaries and entries; liaising with the Department for General Assembly and Conference Management and relevant offices on the preparation of documentation for the Fifth Committee; acting as Secretary during informal consultations; preparing substantive summaries of the meetings of the Fifth Committee; undertaking research on administrative and budgetary issues and practices of the Secretariat; providing background notes and analytical studies for the Secretary of the Fifth Committee; performing ad hoc tasks, as required The workload is distributed as follows: (a) Provision of technical and	Workload statistics for the 2008/09 period: (a) Over 140 formal and informal meetings of the Fifth Committee related to peacekeeping issues were held (b) 35 draft resolutions and decisions and 33 reports of the Fifth Committee related to peacekeeping issues were adopted by the General Assembly during the sixty-third session (c) Programme of work of the Committee updated on an ongoing basis — prior to, during and at conclusion of each of the sessions (d) 33 procedural notes on peacekeeping-related items prepared for the presiding officer of the Fifth Committee (e) Status of preparedness of documentation issued for the main and resumed parts of the sixty-third session (f) 2 websites updated on an ongoing basis, including weekly and daily updates of the public website during sessions and the	Department for General Assembly and Conference Management: General Assembly and Economic and Social Council Affairs Division The differences in activities relates mainly to the area of responsibilities DGACM facilitates, through the provision of technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs, and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			substantive secretariat support to formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, preparation of draft resolutions and reports of the Committee for adoption by the General Assembly (50 per cent)	organization, presentation and maintenance of over 5,270 pages of supplementary information on peacekeeping-related issues on QuickFifth	
			(b) Preparation of notes on the programme of work and the status of documentation and preparation of procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee (30 per cent)		
			(c) Maintenance and update of the websites of the Fifth Committee relating to peacekeeping matters (20 per cent)		

2. Office of Programme Planning, Budget and Accounts

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Programme, Planning, Budget and Accounts/Office of the ASG	1 P-4 1 GS (OL) Total: 2 posts	**ST/SGB/2003/16** The ASG, Controller, is accountable to the Under-Secretary-General for Management The ASG, Controller, is responsible for all the activities of the Office of Programme Planning, Budget and Accounts and supervises 5 organizational entities, namely, the Accounts Division, the Peacekeeping Financing Division, the Programme Planning and Budget Division, the Contributions Service and the Treasury The ASG, Controller, administers, as delegated, the Financial Regulations and Rules of the United Nations and ensures compliance therewith; advises the Secretary-General and the USG for Management on policy matters with respect to the budget, plans, work programmes and finances of the United Nations; represents the Secretary-General in the committees of the General Assembly, the Advisory Committee on	The overall objective of the Controller's Office is to facilitate full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of financial resources of the Organization and management of the programme of work and staff of the Office (executive direction and management of the programme under the regular budget) The workload of the Office of the Controller is related to the Controller's responsibilities for the sound financial management of peacekeeping resources made available to the Organization. The Office continues to process requests for designation of staff with significant financial responsibilities in peacekeeping missions, as well as to monitor the exercise of financial authority delegated by the Controller to the administrative heads of peacekeeping missions	Designation of staff at peacekeeping missions with significant financial responsibilities (finance and budget staff at 15 field missions) Issuance and monitoring of delegation of financial authority for peacekeeping missions (the Controller delegates financial authority to Director of Mission Support/Chief of Mission Support at 15 field missions) Monitoring of audit recommendations pertaining to accounting and budgeting aspects of peacekeeping operations (recommendations issued by OIOS and the Board of Auditors)	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		Administrative and Budgetary Questions and the Committee for Programme and Coordination in the presentation of the budget outline, the biennial programme budgets and budgets of the criminal tribunals, medium-term plans, peacekeeping budgets and budget performance reports; represents the Secretary-General in other bodies and working groups of the United Nations system and other international forums on budgetary and financial matters; establishes budgetary and accounting policies, procedures and guidelines for the Organization; exercises financial control of the resources of the Organization; and designates and approves of staff members whose functions involve significant financial duties where this authority is to be exercised by the Controller pursuant to the existing rules			
		The core functions of the Office of the ASG, Controller, are as follows:			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(a) Assisting the ASG, Controller, in his overall direction, supervision and management of the Office of Programme Planning, Budget and Accounts			
		(b) Discharging responsibilities as delegated to the ASG, Controller, under the Financial Regulations and Rules of the United Nations			
		(c) Formulating policy papers, reports and guidelines and providing advice on planning, programming, and budgetary and accounting matters			
		(d) Evaluating, reviewing and formulating the terms and conditions of the delegation of the Controller's authority and responsibility under the Financial Regulations and Rules of the United Nations and monitoring the application thereof			
		(e) Reviewing all financial agreements outlining the terms and conditions of voluntary contributions, including contributions in kind and non-reimbursable			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		loans in compliance with the Financial Regulations and Rules of the United Nations (f) Coordinating interdepartmental activities relating to planning, programming, and budgetary and accounting matters (g) Implementing, supporting and operating the finance components of IMIS			
Office of Programme Planning, Budget and Accounts/Accounts Division	20 Professional: 1 P-5 9 P-4 9 P-3 1 P-2 27 General Service: 2 GS (PL) 25 GS (OL) Total: 47 posts	The Accounts Division is headed by a Director who is accountable to the ASG, Controller The core functions of the Accounts Division are as follows: (a) Ensuring proper application of the Financial Regulations and Rules of the United Nations and established procedures relating to accounting matters (b) Recording and maintaining all the accounts of the United Nations (c) Recording income and expenditure; reconciling bank accounts; and monitoring the expenditures and the financial assets of the Organization	The Director oversees the work of the Division. The Division is grouped by functional areas and comprises 3 Services: Financial Reporting; Insurance and Disbursement; and Contributions and Policy Coordination Financial Reporting Service: (a) The Peacekeeping Accounts Section maintains the accounts of 15 active and 30 closed peacekeeping missions and the accounts of strategic deployment stocks, processes the reimbursements of troop costs and contingent-owned equipment and prepares financial statements. This Section	3 consolidated and 45 individual mission financial statements with 19 schedules and notes to the financial statements Monthly bank reconciliations for 41 peacekeeping bank accounts Monthly settlement with other United Nations agencies 4,000 investment settlements 250 daily, 12 monthly and 2 semi-annual investment reports Payroll for 8,000 peacekeeping staff 19,000 payments to Member States, staff and vendors 10,000 education grant claims and advances	Accounts Division, especially Peacekeeping Accounts Section, maintains and monitors the accounts of peacekeeping missions with the function of approving authority and ultimately to prepare financial statements The Field Budget and Finance Division also monitor the expenditures from the budget performance perspective Financial procedures or changes in guidelines to the field missions are developed either jointly or in consultation with the Field Budget and Finance Division

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(d) Preparing financial statements, including the biennial financial report, and the annual peacekeeping financial report; preparing cash-flow reports for regular budget and peacekeeping operations; and preparing other special financial reports as required	is managed by a P-5 Chief and is supported by 9 Professional and 4 General Service staff	Provision of insurance to 17,000 peacekeeping staff and dependants	
		(e) Processing the payment of salaries and related allowances, other benefits and entitlements to United Nations staff; processing payments to vendors and other contractors; and effecting other payments in respect of the financial obligations of the Organization	(b) Maintenance of accounts, processing of billings from other United Nations agencies, review of bank statements and recording of bank transactions, bank reconciliations, settlement of inter-fund balances and recording and accounting of investment transactions are handled by the Central Accounts Section, which is supported by 3 Professional and 3 General Service staff from the support account for the share related to peacekeeping operations	Negotiation and administration of 12 insurance policies	
		(f) Coordinating, establishing and administering the group health and life insurance programme and the property and liability insurance activities of the Organization	Insurance and Disbursement Service:	Assessment letters for $7.8 billion to Member States	
		(g) Providing secretariat services to the Advisory Board on Compensation Claims and the United Nations Claims Board; and administering related	(a) The Payroll and Disbursement Section handles the payroll of 100-series staff serving in peacekeeping missions. It also processes invoices for procurement contracted at Headquarters and travel claims related to peacekeeping operations. The Section is supported by 2 Professional and	3,000 receipts from Member States for contributions	
				Monthly report on the status of contributions	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		compensation payments under relevant rules	13 General Service staff from support account		
		(h) Implementing, supporting and operating the finance components of IMIS	(b) The Health and Life Insurance Section manages insurance for the staff and family of staff. The Risk Management Unit administers the liability insurance for properties in peacekeeping missions. The Advisory Board on Compensation Claims handles the claims filed by peacekeeping missions as well as offices away from Headquarters and other United Nations agencies. They are supported, in total, by 3 Professional and 5 General Service staff from support account		
		(i) Providing system support for the maintenance of the general accounting system, the payroll system, after-service health insurance, income tax reimbursement processing and support, and, together with the Office of Mission Support of DPKO, of field accounting and payroll systems used in peacekeeping operations	Contributions and Policy Coordination:		
		(j) Performing the approving officer functions for Headquarters transactions as delegated by the Controller	(c) Assessed contributions, payments and application of credits are handled by the Contributions Service, supported by 2 Professional and 2 General Service staff from the support account		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Programme Planning, Budget and Accounts/Peacekeeping Financing Division	23 Professional: 1 D-2 1 D-1 3 P-5 10 P-4 8 P-3 9 GS (OL) Total: 32 posts	**ST/SGB/2003/16** The Peacekeeping Financing Division is headed by a Director who is accountable to the ASG, Controller The core functions of the Peacekeeping Financing Division are as follows: (a) Establishing policies, procedures and methodology for the estimation of resource requirements and providing policy guidance, consistent with the Financial Regulations and Rules of the United Nations, on matters relating to the financing of peacekeeping operations (b) Preparing annual budgets and performance reports, their related liquidation budgets, and reports on the disposition of assets; annual reports on the support account for peacekeeping operations; and other reports concerning the administrative and budgetary aspects of the financing of peacekeeping operations (c) Preparing statements to the Security Council and	The Director and the Deputy Director oversee the work of the Division on peacekeeping financing issues. The front office consists of 1 P-4 Special Assistant and 1 GS (OL) Senior Staff Assistant 16 field missions (13 active, support of AMISOM, 2 liquidated missions), UNLB, trust funds and closed missions are assigned to 3 Sections, each of which is managed by a P-5 Chief reporting to the Deputy Director. Each of the 3 Sections comprise 4-5 P-3/P-4 Finance and Budget Officers and 2 Finance and Budget Assistants, who are assigned 5 or 6 missions/UNLB/closed missions/trust funds The Headquarters Support Account and Mission Support Units report to the Director and comprise a P-4 Unit Chief, 3 P-3 Finance and Budget Officers and 2 GS (OL) The Mission Support Unit is responsible for cross-cutting issues, including troop cost liabilities and the funds monitoring tool. The	Total number of published reports 2008/09: 38 2009/10 :38 Peacekeeping operations (plus UNLB, trust funds and mission support) Field missions 2008/09: 15 2009/10: 16 (2 liquidation) Budget report: 2008/09: 915 pages 2009/10: 1,130 pages Performance report 2008/09: 484 pages 2009/10: 552 pages Responses to ACABQ 2008/09: 725 pages 2009/10: 1,016 pages Responses to Fifth Committee 2008/09: 391 pages 2009/10: 711 pages Ratio of staff to clients served: 1 Officer: 1 mission Support account dollar value 2008/09: $274 million 2009/10: $294 million Budget report 2008/09: 243 pages	Summary of the fundamental difference between the Peacekeeping Financing Division and the Budget and Performance Reporting Service functions with respect to peacekeeping missions: The Peacekeeping Financing Division is responsible for establishing policies, procedures and methodology for the estimation of resource requirements and providing policy guidance consistent with the Financial Regulations and Rules of the United Nations, on matters relating to the financing of peacekeeping missions; preparing annual budgets and performance reports for active peacekeeping missions, liquidation budgets and reports on the disposition of assets for missions in liquidation; annual budgets and performance reports on the support account and UNLB; annual reports on the overview for peacekeeping and closed missions, and other ad hoc reports concerning

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		other reports on activities other than peacekeeping operations authorized by the Security Council in its resolutions (d) Monitoring the cash-flow status of the special account for each peacekeeping operation, recommending the short-term investment of cash not immediately required for each of the special accounts; authorizing payment to Governments for settlement of their certified death and disability, contingent-owned equipment and letters-of-assist claims; and, with regard to troop cost reimbursements to Governments, determining average monthly troop strengths, establishing amounts reimbursable and initiating payments (e) Providing substantive services to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on peacekeeping financing issues (f) Implementing and operating the finance components of IMIS	Headquarters Support Account Unit is responsible for Organization-wide programmes with peacekeeping-related elements and Headquarters resources for backstopping peacekeeping field missions	2009/10: 320 pages Performance report 2008/09: 102 pages 2009/10: 205 pages Ratio of staff to clients served: 2 Officers: 11 department/offices, 54 submissions	the administrative and budgetary aspects of the financing of peacekeeping missions; providing substantive services to ACABQ and the Fifth Committee on peacekeeping financing issues; monitoring the cash flow status of the special accounts for the missions; issuing staff and funding authorizations for active peacekeeping missions, the support account, UNLB and peacekeeping-related trust funds; managing the reimbursements for troop and police costs; organizing training workshops on the funds monitoring tool in peacekeeping missions and at Headquarters Counterparts: legislative bodies; clients: offices at Headquarters in the Field Budget and Finance Division and peacekeeping missions; donors; executive officers and programme managers in departments and offices at Headquarters for which Organization-wide programmes with peacekeeping-related elements and

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
					backstopping of peacekeeping field missions are funded by the support account
					Field Budget and Finance Division represents peacekeeping operations within the Secretariat with regard to financial requirements and processes and provides direct support to field operations and the leadership of DPKO and DFS in relation to financial matters. In addition to liaising with the Office of Programme Planning, Budget and Accounts in this regard, the Division works closely with peacekeeping operations in developing specific resourcing issues related to ongoing and transitioning operations, as well as field practices and procedures needed to ensure compliance with the United Nations Financial Regulations and Rules. The Division also supports peacekeeping operations in maintaining their financial knowledge and skills and manages the costs to the United Nations of equipment owned by contributed troops and police

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Programme Planning, Budget and Accounts/Treasury	4 Professional: 1 P-5 2 P-4 1 P-3 3 General Service: 1 GS (PL) 2 GS (OL) Total: 7 posts	**ST/SGB/2003/16** The Treasury is headed by a Chief who is accountable to the ASG, Controller The core functions of the Treasury are as follows: (a) Ensuring the timely receipt and safe custody of cash resources (b) Increasing the earnings potential of funds under management (c) Improving the payment systems in order to streamline processing, reduce costs and enhance security (d) Enhancing control mechanisms that protect the payment systems, bank account balances and investments of the Organization (e) Ensuring that cash concentration benefits are achieved	Global Banking Operations Section (1 P-5): establishes and reviews banking operations and payment arrangements for peacekeeping missions; arranges the documentation and coordinates the logistics for cash transportation, storage and disbursement; reviews payment procedures in peacekeeping missions; processes documentation for opening, closing and amending bank signatory panels for official United Nations bank accounts Investment Section (2 P-4, 1 GS (OL)): buys and sells fixed-income investments with approved counterparties according to established guidelines; investment quality, safety and liquidity are emphasized; responsible for daily cash requirements for liquidity of all global pool participants; responsible for bank/dealer relationships and staying up to date on relevant economic releases affecting the markets; executes	3,000 electronic fund transfers 500 foreign exchange purchases 1,350 investment settlements 80,000 payroll payments 2,500 incoming transactions recorded 600 remittances to peacekeeping field accounts 180 bank signatory amendments	No other entity performs similar functions

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			foreign currency transactions		
			Cashier Section (1 P-3, 1 GS (PL), 1 GS (OL)): responsible for the collection and disbursement of funds, foreign exchange/ investment settlement, reconciliation and maintenance of IMIS payee banking master data tables, accurately and efficiently carried out in a secure environment in accordance with the Financial Regulations and Rules; the monitoring and execution of daily funding of peacekeeping bank accounts; and working with other departments such as the Accounts Division to ensure that large and important payments such as payroll or troop reimbursements to Member States are executed and that contributions are acknowledged promptly		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Programme, Planning, Budget and Accounts/Financial Information Operations Service	1 P-3 4 General Service: 1 GS (PL) 3 GS (OL) Total: 5 posts	The Financial Information Operations Service established in 2007/08, is responsible for providing operational support to the Office of the Controller, the Office of the Deputy Controller and all of the divisions within the Office of Programme Planning, Budget and Accounts. The consolidation has enabled the transition to improved operation of the functions through centralized management, cross-training and improved coordination of continuing education training, establishment of back-up resources to provide continuous operational support for mission critical systems, and the coherent vision and development of an information technology strategy of the Office that is consistent with the anticipated implementation of the International Public Sector Accounting Standards and enterprise resource planning as well as the ICT management strategy. The Financial Information Operations Service coordinates	The Service is responsible for peacekeeping support-related activities, including support of staff network accounts, computers and applications, payroll systems for international staff, budget systems, troop cost recovery and financial management systems, as well as training of Peacekeeping Financing Division staff and maintenance. It is also responsible for updating these systems with changes in requirements, such as the changes required in 2010/11 for budget submissions	The P-3, GS (PL) and GS (OL) staff members serve the requirements of the entire Division and its clients. In addition, all of the systems support all peacekeeping missions and budget officers Applications supported for the Peacekeeping Financing Division: Number of LAN accounts supported: 2008/09: 340 2009/10: 412 Number of applications supported: 2008/09: 45 2009/10: 51 Number of spreadsheets/databases supported for peacekeeping operations: 2008/09: 48 (including with support of a contractor) 2009/10: 71 (contractor no longer extended)	There is no overlap of functions in the Service with any other group providing services in this area

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		services, establishes standard system platforms and tools; ensures that sufficient controls are implemented across all mission critical systems; reviews and compiles current business requirements of the Office in order to streamline processes; actively participates in the selection and implementation of enterprise resource planning. The Service supports all existing critical financial applications in use by the Office as well as providing the technical support for its clients			

3. Office of Human Resources Management

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Human Resources Management/ Medical Services Division	Peacekeeping Support Section: 4 Professional: 1 P-5 3 P-4 7 General Service: 3 GS (OL) Clinical Nurses 4 GS (OL) Total: 11 posts Staff Counsellor's Office: 2 P-3 1 GS (OL) Total: 3 posts	**ST/SGB/2004/8** The core functions of the Division are: (a) To provide for the physical and mental health of staff worldwide and advise the Administration on staff benefits (b) To formulate and review United Nations medical standards, policies and guidelines, and ensure coordination and monitoring of system-wide implementation (c) To establish, update and coordinate United Nations system health advisories, including travel precautions, pre- and post-travel examinations, consultations, vaccinations, health education materials and travel kits (d) To promote a healthy, safe and compassionate work environment through health policies and guidelines, health promotion programmes and comprehensive medical emergency	The Chief Peacekeeping Section/Senior Medical Officer (P-5) and 3 Medical Officers (P-4) perform and provide the following duties/ functions and services for peacekeeping headquarters and field personnel: assist the Medical Director in formulating and updating health standards, policies and guidelines to protect all peacekeeping mission personnel against potential environmental and biological health hazards, including pandemic human influenza, and ensure readiness to respond to such events; provide ongoing medical professional and technical support to all chief medical officers in peacekeeping missions; ongoing medico-administrative and technical support to all civilian medical facilities; review curricula vitae of candidates for medical positions in peacekeeping missions for technical clearance; participate in the	2008/09 workload for all field missions: 77 civilian medical facilities Technical clearance for 213 candidates One Civilian and Military Chief Medical Officer at UNLB conducted practical and certified training in pre-hospital trauma life support 3 on-site assessments of mission medical facilities (MONUC, UNMIS, UNMIL) 1 evaluation of a regional medical evacuation centre in Dubai 421 medical examinations Medical clearances for 8,802 peacekeeping military and civilian personnel Certification of 970 sick leave claims 18 disability pension cases 655 cases of medical evacuation 406 cases of medical compensation	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		preparedness plans, and coordinate system-wide implementation of medical policies for HIV/AIDS (e) To provide medical clearances for recruitment, reassignment and mission deployment of staff worldwide, military observers and civilian police monitors (f) To evaluate and certify sick leave for staff worldwide (g) To make recommendations to the following: (i) The Advisory Board on Compensation Claims on medical claims from staff, military observers and civilian police monitors (ii) The United Nations Joint Staff Pension Fund on disability claims (iii)The Administration on the eligibility of staff members' children for special education and special dependency allowance requests (h) To verify and advise on claims	Civilian and Military Chief Medical Officers' meeting; conduct 3 on-site assessment of mission medical facilities; evaluate 1 regional medical evacuation centre linked to peacekeeping missions; conduct medical examinations of candidates for mission deployment or travel; provide medical clearance for peacekeeping civilian staff, military observers and civilian police officers; review and certify sick leave claims of peacekeeping Headquarters and field staff; provide advice to the United Nations Joint Staff Pension Fund on disability pension cases for peacekeeping Headquarters and field staff; provide advice to DPKO and missions on all cases of medical evacuations/repatriations of civilian staff, military observers, civilian police and troops; provide advice on all cases of medical compensation for civilian staff, military observers, civilian police and troops	2008/09: 1,385 pre-mission briefings and consultations 817 immunizations 160 electrocardiograms 834 medical kits 970 certifications of sick leave claims 6,832 medical examinations of incoming military observers and police officers 1,970 medical examinations of civilian peacekeeping staff 970 sick leave claims 18 disability pension cases 406 medical compensation claims 110 duty stations (in the countries in which the United Nations has peacekeeping operations) Mission readiness and wellness training in 6 missions 295 staff counselling sessions 322 pre-mission psychological consultations	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		submitted to DPKO by troop-contributing countries for their contingent members on work-related illnesses, injuries and deaths (i) To convene and prepare medical boards whenever a medico-administrative decision is contested (j) To determine the health rating of all duty stations reviewed by the International Civil Service Commission (k) To ensure staff worldwide access to health services by: (i) Advising on and assisting with medical evacuation and repatriation requests by staff and their recognized dependants, military observers, civilian police monitors and United Nations peacekeeping troops (ii) Making periodic on-site assessments of existing and potential regional medical evacuation centres (iii)Making periodic on-site assessments of local health facilities and living conditions at field duty stations	The 3 nurses (GS (OL)) provide the following services to DPKO, DFS and peacekeeping staff: pre-mission briefings and consultations on health-related issues; immunizations; electrocardiograms; issuance of medical kits to the Headquarters staff travelling to field missions and briefings of travellers on the usage and contents of the kits; assist in the processing of 970 cases for certification of sick leave Secretarial and administrative support is provided by an Administrative Assistant (GS (OL)) through the preparation of relevant background material, the maintenance of correspondence, mission reports, constant liaison with DPKO staff at Headquarters, Chief Administrative Officers and Chief Medical Officers in peacekeeping missions, distribution of documents, handling travel arrangements for 3 on-site assessments of mission medical facilities, 2 regional meetings of Chief		

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		and advising staff and administration	Medical Officers and 1 assessment mission to the regional medical evacuations centre; updating of mission files and other related activities		
		(iv) Advising on and assisting in establishing new United Nations field medical facilities			
		(v) Providing technical support to all United Nations medical facilities	One administrative staff (GS (OL)) assists in the processing of all incoming medical examinations of military observers and police officers received for medical clearance and medical examinations of civilian peacekeeping staff for medical clearance		
		(vi) Appointing and reviewing United Nations examining physicians worldwide and maintaining and updating a roster of physicians in all duty stations			
		(vii) Evaluating and providing technical clearance for all candidates applying for medically related United Nations posts, including United Nations volunteers, nurses and medical technicians	One administrative staff (GS (OL)) assists in the processing of sick leave for all peacekeeping Headquarters and field staff		
		(viii) Serving as an ex officio member of the Health and Life Insurance Committee	Another Administrative Assistant (GS (OL)) assists in the processing of disability pension cases of peacekeeping staff to the United Nations Joint Staff Pension Fund, medical compensation claims for civilian staff, military observers, civilian police and troops; special benefits claims for disabled children of peacekeeping staff and in the processing of		
		(l) Providing health services to all New York-based staff of the United Nations system, including:			

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(i) Medical examinations and consultations (ii) Travel health clinic (iii) Walk-in clinic (iv) Emergency and first-aid care (v) Referral to outside specialists or hospitals (vi) Planning, organizing and implementing on-site health improvement programmes (m) Providing psychological assistance in the context of mission assignments, substance abuse and emergency preparedness (n) Providing courtesy medical services to the staff of all permanent and observer missions to the United Nations and to visitors and contractors	International Civil Service Commission medical questionnaires, twice a year, for all duty stations where DPKO has international staff **Staff Counsellor's Office** The Staff Counsellor (P-3) conducts and develops the mission readiness training at Headquarters and in field missions, and provides individual counselling to staff and families of staff on mission. The mission readiness programme has been established to offer psychosocial preparation to staff member preparing to go on mission. This pre-mission phase has been established and the in-mission phase has offered ongoing support to staff through additional training. The Staff Counsellor also meets with DPKO staff at large for a wide range of work and personal problems which would affect their day-to-day work production The Psychologist (P-3) provides on-site mental health clinical assessments and care to		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			staff at Headquarters and those leaving and returning from field mission assignments and supports better preparation for tragic incidents in field missions		
			The Administrative Assistant (GS (OL)) provides administrative assistance to the Staff Counsellor in the scheduling of pre- or post-mission psychological consultations; performs specialized screening for appointments; maintains and updates a database of incoming psychological examinations, psychiatric evaluations and mental wellness evaluations, prepares necessary statistics and produces reports for scheduled and emergency appointments		
			The Administrative Assistant coordinates activities related to training for the mission support and mission readiness programme. This includes mission support and mission readiness training in coordination with the field missions and		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			scheduling of staff counsellors' travel related to the training as well as scheduling of appointments for security officers for clearance for the peacekeeping mission assignments. The Administrative Assistant also maintains training supplies and recording of training expenses and performs receptionist desk coverage, answering phone calls and receiving clients		
Office of Human Resources Management/ Human Resources Policy Service	10 Professional: 6 P-4 3 P-3 1 P-2 4 GS (OL) Total: 14 posts	The Human Resources Policy Service is headed by a Director who is accountable to the ASG for Human Resources The Human Resources Policy Service is composed of 3 sections: the Administrative Law Section, the Conditions of Service Section and the Policy Support Section The core functions of the Service are as follows: (a) Providing legal and policy advice consistent with United Nations rules and regulations (b) Developing and reviewing rules and	Provision of written and oral legal advice to DFS and senior mission staff on administration of justice matters Provision of legal advice to DFS and mission-based personnel about the handling of allegations of misconduct, including the conduct of investigations, the application of disciplinary measures and representation of the Administration before the Dispute Tribunal Development of technology and communications tools to enable more efficient case management with field missions of	Management of a yearly average of 560 disciplinary cases and cases of sexual exploitation and abuse concerning field missions, including review of material, charging staff members, recommending sanctions and representing the Administration before the United Nations Dispute Tribunal Management of and written and oral representation of the Administration on appeals in respect of approximately 50 field-related cases per year before the Dispute Tribunal	Under the new administration of justice system, requests for review are managed by the Management Evaluation Unit However, OHRM is asked to provide comments from the human resources legal and policy perspective

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		regulations in consultation with offices in the United Nations common system, as well as staff representatives (c) Processing disciplinary cases and representing the interests of the Organization on cases arising from the misconduct of staff members (d) Maintaining, determining and reviewing classification levels of posts (e) Maintaining, developing and reviewing conditions of service for United Nations staff worldwide, including salaries and emoluments	appeals/disciplinary cases Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including assistance to DFS, participation in working groups and development of mission-specific policies that are consistent with general policies, regulations and rules applicable Secretariat-wide Provision of policy guidance and support to DFS on human resources management in peacekeeping missions, including compliance with applicable rules and regulations Update and adjustment of policies and entitlements for all civilian personnel in all peacekeeping missions Review and development of generic job profiles for use in field missions Training DFS and field personnel in the application of job classification standards and procedures	Review, amendment, streamlining, consolidation and replacement of administrative issuances related to the introduction of the new system of administration of justice; the new staff rules and regulations; the harmonization of conditions of service and the latest developments in field missions, taking into account the implementation of the new talent management system As of 30 October 2009, the Service had processed 57 field-related appeals cases, representing 34 per cent of the total number of cases managed by the Service. A total of 36 cases were processed in 2008 and 25 in 2007 As at 30 October 2009, the Service had processed 379 field-related disciplinary cases, which represent 71 per cent of the total number of cases managed by the Service. A total of 321 cases were processed in 2008 and 145 in 2007	

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				The Service provides legal and policy advice to the field on an average of 500 instances a year, which represent one third of the total advice provided by the Service During 2008/09 the service conducted mission subsistence allowance review for 4 missions and salary surveys for 5 missions. With the new conditions of service, salary reviews will be conducted	
Office of Human Resources Management/ Strategic Planning and Staffing Division	5 Professional: 1 P-5 2 P-4 2 P-3 2 GS (OL) Total: 7 posts	Based on a draft Secretary-General's bulletin that is currently pending approval: The Strategic Planning and Staffing Division is headed by a Director who is accountable to the ASG The Division consists of the following: (a) The Planning, Monitoring and Reporting Service (b) The Staffing Service (c) The Outreach Section The Chief of each Service or Section is accountable to the Director of the Division	The Chief of the Planning, Monitoring and Reporting Section (P-5), reporting to the Chief of the Planning, Monitoring and Reporting Service (funded by the regular budget), oversees the work of the Section on planning, monitoring and reporting issues. The Section consists of 2 P-4 Human Resources Officers (1 funded by the regular budget), 3 P-3 Human Resources Officers (1 funded by the regular budget), 1 P-2 Associate Human Resources Officer (funded by the regular budget), 1 GS (OL). The work of the P-4 and	Total number of published reports 2008/09: 3 2009/10: 1 Monitoring reports (including documents for preparation of monitoring visits): 2008/09: 850 pages for 3 on-site monitoring visits 2009/10: not available (as at October 2009) Reports on strategic workforce planning: 2008/09: not available 2009/10: 680 pages (as of October 2009) Vacancy announcements issued:	The Division's clients are staff at large; Executive Officers and programme managers in departments and offices at and away from Headquarters; officers in the Field Personnel Division and peacekeeping missions; and Member States Stakeholders are legislative bodies Summary of the fundamental difference between Strategic Planning and Staffing Division and Field Personnel Division functions with respect to peacekeeping missions: the Strategic Planning and Staffing Division establishes policy, procedures, practices and

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		The core functions of the Planning, Monitoring and Reporting Service are: (a) To support the human resources management of the Organization through strengthened human resources planning capacity and mechanisms, including strategic workforce planning and human resources action plans; and facilitate meeting the Organization's human resources targets at the levels of individual departments and offices and the Secretariat as a whole (b) To ensure effective exercise of delegated human resources management authority and compliance with established regulations, rules, policies, procedures and practices; and provide advice, guidance and counselling to improve human resources management practices and increase efficiency of work in support of mandated programmes (c) To prepare strategic reports required for effective human resources management	2 P-3 positions focuses on monitoring of delegated authority to DFS, ensuring that DFS and field operations comply with established regulations, rules, procedures and practices in human resources management through the implementation of monitoring mechanisms. One Human Resources Assistant (GS (OL)) in the Section assists the Chief and others in organizing activities related to planning, monitoring and reporting The Human Resources Officer (P-4) in the Outreach Section reports to the Chief of the Section (funded by regular budget) working on the development and implementation of outreach strategies and activities The Human Resources Assistant (GS (OL)) works in the Professional and above Staffing Section in the Staffing Service, assisting on recruitment of military officers and United Nations police for DPKO and DFS	2008/09: 152 2009/10: 58 (as at October 2009) Applications screened: 2008/09: 22,429 2009/10: 12,800 (as at October 2009)	methodology in the areas of recruitment, workforce planning, monitoring of delegated authority and examinations and tests for the Secretariat. The Field Personnel Division has been delegated authority on human resources management relating to field operations personnel. The Strategic Planning and Staffing Division monitors the Field Personnel Division's exercise of delegated authority through its monitoring mechanisms in order to ensure that it complies with established regulations, rules, policies, procedures and practices in carrying out its human resources management responsibilities. The Strategic Planning and Staffing Division also provides advice to the Field Personnel Division for the proper exercise of delegated authority and the building of self-monitoring capacity. The Strategic Planning and Staffing Division publishes strategic reports on human resources management for the Secretariat

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		and produce various human resources statistical reports for the General Assembly; prepare integrated global human resources analysis, forecasts and projections; and maintain the official status files of members The core functions of the Staffing Service are: (a) To manage the implementation of the staff selection system, including the provision of secretariat services to the central review bodies at United Nations Headquarters in New York; contribute to the development of policies for the work of the central review bodies in the global Secretariat (b) To develop and manage components of the talent management system related to staffing as an enterprise talent management tool; provide guidance to departments and offices to ensure that selection decisions are made on the basis of merit, demonstrated competencies, performance, objective, job-related criteria, and organizational mandates;			

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		and develop and monitor an integrated approach to ensure transparency, consistency, timeliness and efficiency of staffing procedures (c) To contribute to the development of strategies, policies and programmes with a view to promoting more versatile, multi-skilled, mobile and experienced international civil servants and to recruiting the right staff, at the right time, for the right place throughout the global Secretariat (d) To develop strategies for the management of young professional recruitment, including the United Nations internship programme; and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments The core function of the Outreach Section is: To support the Organization in identifying and attracting high-quality candidates through outreach activities; and conduct proactive and targeted		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		recruitment campaigns taking into account the predicted operational needs of the Organization and the mandates of the General Assembly, particularly on geographical representation and gender balance			
Office of Human Resources Management/ Learning Development and HR Services Division	2 P-4 5 General Service: 1 GS (PL) 4 GS (OL) Total: 7 posts	Implementation of human resources management reform in the areas of staff administration, including improving policies, procedures, processes and support system Advise and support managers and staff on application of Staff Regulations and Rules, operational policies and procedures as well as human resources management issues Efficient delivery of staff administration services to staff members at Headquarters, as well as overseas staff with respect to staff administration not delegated to offices away from Headquarters and DFS Active participation in re-engineering human resources management	Approximately 650 recruitments, extensions and on-boarding of civilian staff as well as military and civilian police staff on secondment from Member States at DPKO and DFS, including those recruited for temporary positions as well as engagement of consultants Provision of administrative support for approximately 1,800 requests to staff of DPKO and DFS, including entitlements and benefits (rental subsidy, dependency benefits, education grant), separation and movement of staff (transfer, secondment and loan) Provision of support for approximately 300 staff requests at Headquarters and in field missions, including processing	• There is a clear trend of increase in workload • The number of civilian staff in the field has grown from 12,261 in 2002/03 to a projected total of 33,802 staff in 2009/10 • Similarly the number of staff in DPKO and DFS has increased from 537 in 2002/03 to an estimated total of 933 in 2009/10 While 1 new GS (PL) post was approved for the 2009/10 budget in addition to the conversion of GTA to posts, the workload per staff member and/or ratio of staff to clients served has been increasing substantially	• At Headquarters, i.e. DPKO and DFS, the Executive Office also deals with human resources issues. However, the functions indicated under the left columns are not delegated to the Executive Offices • The Field Personnel Division, DFS, deals with human resources-related matters, including recruitment and administration of entitlements. However, the Learning Development and Human Resources Services Division/OHRM deals with areas not delegated to the Field Personnel Division, such as agreed termination, termination due to health reasons, abandonment of posts, special leave with full/half pay and all

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		processes; and Strengthening client orientation and communication	disability, agreed termination, abandonment of post, outside activities, special leave with full pay/partial pay, waiver for privileges and immunities and any exceptions to the Staff Rules and Regulations Provision of guidance and support for approximately 21,500 requests on the application of the Staff Rules and Regulations and human resources policies in terms of human resources-related matters, including entitlements and benefits, recruitment, promotion and separation, to the executive offices, programme managers and staff members of DPKO and DFS Provision of 2,750 consultations and guidance on various human resources-related issues to the Field Personnel Division, peacekeeping missions and their staff members, including consultations on the cases/issues on which the Division and staff members do not agree		the exceptions to the rules and regulations The Field Personnel Division also refers policy-related questions, complicated cases and cases in which staff members do not agree with the Division's decisions to the Learning Development and Human Resources Services Division

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Human Resources Management/ Human Resources Information Services Section	2 Professional: 1 P-4 1 P-3 1 GS (OL) Total: 3 posts	The Human Resources Information Services Section is headed by the Chief, who is accountable to the Assistant Secretary-General for Human Resources Management The core function of the Section is to develop and improve information systems to support the implementation of United Nations human resources reforms in the United Nations, including in peacekeeping missions. Core activities include project management and production support for human resources information systems, including "Inspira", the Talent Management information system. The Section will provide project management, product support, reporting and technological infrastructure support for system enhancements in the areas of recruitment, learning management, and performance management. The Section will provide Inspira application development,	The Technical Manager (P-4, New York) leads the management of Inspira technical process/standards definition, improvement and enforcement. This includes the management of the Inspira infrastructure system and environment, both internal and external, and management and monitoring of the PeopleSoft database and procedures for database administration. General functions include management of the day-to-day operations and planning and managing technical enhancements and upgrades to the system The Development Product Manager (P-3, New York), Inspira, is responsible for user (system) requirements relating to enhancement of the Inspira module. This includes translation of user requirements into system specifications for the technology group in Bangkok. As a senior technical and analytical resource, this person is responsible for analysis,	The Inspira system is projected to support 50,000 internal United Nations personnel, over 1.7 million external candidates and millions of visitors to the United Nations website An estimated 80 per cent of United Nations human resources recruitment activities support peacekeeping missions The Section anticipates 30-40 per cent system enhancements during the first year after the initial implementation. These will include workflows, reports, views, features, and functionalities. The Service also plans to include non-staff personnel in the second release of the Inspira system in 2010/11 time frame The IMIS help desk handles an estimated 25 per cent of the caseload from the field missions	None, as PeopleSoft is managed centrally in OHRM

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		maintenance, production, and user support through the Centre of Excellence Bangkok	design, programming, testing and problem resolution for complex systems and enhancements		
		The IMIS help desk will continue to support users in peacekeeping missions	The IMIS Help Desk Assistant (GS (OL)) responds to IMIS requests relating to script changes, index number requests, IMIS adjustments/corrections and other requests. Currently over 25 per cent of IMIS support is related to field movements of staff		
		The Section will provide general office automation and desktop support within OHRM			
		The Section will continue to support the implementation of enterprise resource planning systems that conform to the directives of the Office of Information and Communications Technology			

4. Office of Central Support Services

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Central Support Services/Procurement Division	48 Professional: 1 D-1 4 P-5 18 P-4 21 P-3 4 P-2 24 General Service: 1 GS (PL) 23 GS (OL) Total: 72 posts	**ST/SGB/1998/11** The Procurement Division is headed by a Director who is accountable to the ASG The core functions of the Division are as follows: (a) Advising the ASG on all matters related to procurement policies, procedures and practices in the United Nations (b) Ensuring the efficient, effective and economical administration of procurement and related support services for Headquarters, offices away from Headquarters and peacekeeping and other field missions; providing common procurement services to United Nations funds and programmes, as appropriate (c) Negotiating, preparing and administering contracts for the procurement of supplies, equipment, contractual services, external printing and binding services (d) Processing and expediting acquisitions,	The Director of the Procurement Division (D-2, regular budget) oversees the work of the Procurement Division and has overall responsibility on all matters related to the procurement of goods and services for Headquarters, offices away from Headquarters, peacekeeping operations and field missions. The Office of the Director consists of following staff funded by the support account: 1 Professional and 1 General Service These 2 staff members assist the Director in the planning, organization and management of all operational aspects of the Office of the Director The Division consists of 2 Services: the Procurement Operation Service and the Integrated Support Service. The Chief of each Service is at the D-1 level and is accountable to the Director of the Division. The Chief of the Procurement Operation	The Division's workload statistics are as follows: Number of requisitions received for review and action by procurement staff into request for quotations, invitations to bid or requests for proposals: 2007/08: 1,565 2008/09: 1,610 Number of bids issued: 2007/08: 468 2008/09: 371 Number of purchase orders issued: 2007/08: 2,128 2008/09: 2,031 2009/10: 2,000 (projected) Purchase Order Value: 2007/08: $1.07 billion 2008/09: $1.13 billion Number of systems contracts (including amendments): 2007/08: 142 2008/09: 186 2009/10: 50 (projected) Value of systems contract (including amendments): 2007/08: $1.96 billion	The Executive Offices of the different United Nations offices in the Secretariat perform the same procurement function as the Procurement Division staff for purchases of goods and services up to $2,500 only, in accordance with the Financial Rules and Regulations and the United Nations Procurement Manual Procurement Officers in peacekeeping missions Clients in DFS who support peacekeeping missions

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		bids, requests for proposals, purchase orders and invoices (e) Preparing presentations to the Headquarters Committee on Contracts (f) Maintaining the supplier roster and managing related services, including registration, evaluation and maintenance of supplier information	Service is funded by the support account, and the Chief of the Integrated Support Service is funded under the regular budget The Procurement Operations Service is responsible for the procurement of various goods and services for the peacekeeping missions. The Service consists of the following staff funded by the support account: 34 Professionals and 16 General Service The Service is structured into 3 sections: The Logistics and Transportation Section dealing with long-term air charters for peacekeeping missions, short-term air charter services for rotation/deployment of peacekeeping contingents, air and sea charter and transportation services for United Nations-owned equipment and contingent-owned equipment requirements, air cargo charter and ship chartering services and freight forwarding and insurance services, handling and	2008/09: $1.10 billion Number of regular contracts (including amendments): 2007/08: 164 2008/09: 260 2009/10: 300 (projected) Value of regular contracts (including amendments): 2007/08: $454 million 2008/09: $661 million Number of procurement operation reviews of peacekeeping missions: 2008/09: 5 2009/10: 9 (projected) Number of locations where business seminars were conducted for developing countries and countries in economic transition: 2007/08: 15 2008/09: 34 2009/10: 36 (projected) Number of peacekeeping and Headquarters staff trained in procurement, ethics and contracting skills: 2007/08: 1,156 2008/09: 278 2009/10: 1,000 (projected)	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			documentation of import and shipping authorization services The Peacekeeping Procurement Section deals with peacekeeping missions' requirements in regard to fuel, food rations, security services, medical and pharmaceutical items and general supply items, water, power, field defence, toolkits, building accommodations and fixtures requirements, as well as vehicle requirements of the peacekeeping operations. In addition the Section acts as the administrative, functional and operational liaison office for field procurement activities with regard to coordinating with DFS policy position papers, reports, briefing notes; provides assistance and guidance to field missions on queries and recommendations related to the Procurement Manual, financial regulations, draft procurement policies, procedures related to field procurement activities as a result of field	Number of site visits, bidders' conference and contract negotiations conducted: 2008/09: 13 2009/10: 20 (projected) Number of vendors approved for registration from developing countries and countries with economies in transition: 2007/08: 67 2008/09: 92 In addition, 6,000 vendors were informed of new United Nations Secretariat registration procedures Number of local committee on contracts peacekeeping mission cases reviewed for presentation to Headquarters Committee on Contracts: 2007/08: 129 2008/09: 133 July-October 2009: 34 Number of Headquarters Committee on Contracts presentations from Headquarters related to peacekeeping operations: 2007/08: 603 2008/09: 480	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			recommendations, queries and audit observations	July-October 2009: 122	
			The Corporate and Information Technology Procurement Section handles the communications and IT procurement requirements for peacekeeping missions, consultancy contracts related to peacekeeping operations, printing, training, supplies and facilities management services for Headquarters offices, including offices supporting peacekeeping missions	Other workload statistics: 2008/09: publication of United Nations Procurement Manual on the procurement network/community of practice Ratio of staff to clients served: Peacekeeping Procurement Section: (a) Field supply team: 4 staff to 13 clients in DFS and all peacekeeping and special political missions (b) Engineering team: 7 staff to 30 clients in DFS and all peacekeeping and special political missions (c) Vehicles team: 3 staff to 10 staff from DFS and all peacekeeping and special political missions Communications and Information Technology Section: 6 staff to 30 clients in DFS	
			The Integrated Support Service is mainly responsible for the general administration, technical and IT support and management of the human and financial resources of the Procurement Division in the area of procurement for peacekeeping operations. The Service consists of the following staff funded by the support account: 12 Professionals and 7 GS The Service consists of 2 Sections, 1 Unit and 1 Team		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			The Procurement Management Section is responsible for the general, human resources and budgetary administration of the Division, preparation of the regular and support account budgets and performance reports for the regular and support accounts and the official bid opening procedures, maintenance and registry of procurement files. The Section is responsible for all support to the Procurement Operations Service in regard to vendor registration, maintenance of supplier information databases, due diligence on individuals and vendors, providing administrative support to the Vendor Review Committee as well as organizing business seminars and advising and training peacekeeping missions on matters related to vendor registration and vendor review. The Section is also responsible for IT support and business process administration to all staff of the Division		

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			The Planning Compliance Monitoring Section is responsible for the development of procurement policies, procedures and processes, training and certification of Headquarters and peacekeeping mission staff, conduct management and procurement operation reviews of the peacekeeping missions, monitoring of peacekeeping missions' compliance with United Nations procurement rules and regulations and provision of compliance responses to internal and external audit bodies		
			The Policy and Best Practices Unit is responsible for identifying, standardizing and implementing best procurement practices throughout United Nations Headquarters, political and peacekeeping missions, offices away from Headquarters, tribunals and economic commissions		
			The Capital Master Plan Team deals with the renovations of the Secretariat		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Office of Central Support Services/Archives and Records Management Section	2 Professional: 1 P-4 1 P-2 Total: 2 posts	**ST/SGB/2007/5** Core responsibilities of the Section are: (a) Establishing policy and setting standards, including the design of record-keeping systems and procedures for the management of the records (of any format) and archives of the United Nations (b) Developing procedure to facilitate the appropriate identification, handling and management of sensitive records to prevent unauthorized use and/or disclosure (c) Taking responsibility for maintenance of all records rests with the various departments and offices (d) Undertaking the transfer from departments and offices to its premises or delegated premises away from Headquarters and (e) Disposing of non-current records that have no further administrative, fiscal, legal, historical or informational value with authorization of the	The P-4 oversees the P-2 post and reports to the Section Chief. The staffing resources support accomplishments relating to improved decision-making and administrative efficiencies through management of archival material from all liquidating missions and 50 per cent of peacekeeping operations applying adequate record-keeping standards The specialist in digital records management (P-4) coordinates the incorporation of United Nations rules and requirements for record keeping into mission practices. In collaboration with the Chief Information Technology Officer and the Information Technology Services Division, the incumbent provides expertise in the implementation of enterprise content management. Advisory services to peacekeeping operations include outreach, such as workshops, on-site and distance assessments	Policy development: Mission assessments and review of applicability of records management policies ensure continued 50 per cent compliance with approved policy framework for records management Mission's assessments (2) identify required improvements to progress towards compliance with all United Nations records management policies Deliver training workshop at UNLB to 45 DPKO mission staff Reference and Advisory Services: Screen and process 1,000 requests for peacekeeping operation archives	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		departments and offices concerned	and oversight of records management practices The P-2 post provides access to the Secretariat and Member States to the archives of peacekeeping operations. The incumbent oversees digitization and posting to the Archives and Records Management Section website of archives, and thus supports the wide accessibility of archival records. The P-2 is the point of contact for all records-related enquiries from the field		
Office of Central Support Services/Special Services Section	1 GS (OL) (Mail Operations Unit) Total: 1 post	**ST/SGB/1998/11** (a) Planning, coordinating, and managing mail and pouch operations (b) Efficient and effective delivery of mail, messenger and pouch shipments system-wide (c) Servicing the Secretariat, including DFS, United Nations funds and programmes, permanent missions and overseas offices worldwide, including peacekeeping missions (d) Managing the catering services, gift	The Mail Clerk contributed to the accomplishment of 87 per cent positive feedback through surveys from DFS and peacekeeping missions in support of screening, inspecting and delivering incoming/outgoing mail, pouch, inter-office mail, incoming valises from overseas offices and trans-shipments between overseas offices for DPKO. The post represents 1 per cent of the Unit's personnel resources (77 posts)	The Section's statistics for the period July 2008 to June 2009 indicated 24.47 per cent of the overall workload of the Mail Operations Unit, 11.72 per cent of the Pouch Unit and 3.95 per cent of the Messenger Unit related to peacekeeping operations	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		centre and news-stand operations			
Office of Central Support Services/Travel and Transportation Section	3 General Service: 1 GS (OL) (Travel Unit) 1 GS (OL) (Passport and Visa-Travel Unit) 1 GS (OL) (Shipments-Transportation Operations Unit) Total: 3 posts	The core functions of the Travel and Transportation Section are: (a) Monitoring the transportation, accommodation and routing of all travel undertaken at United Nations expense (b) Arranging and coordinating removal of household goods and personal effects to/from worldwide locations including shipments of 100 kg for civilian police personnel and military observers in the peacekeeping missions (c) Making policy recommendations on all travel, travel policy and transportation issues (d) Providing advice on interpretation of guidelines and methodology of computation for lump-sum payments in the peacekeeping missions (e) Providing guidance to DFS administration when quotation discrepancies occur in the peacekeeping missions	3 GS (OL) staff members contributed to the Section's achievement of 80 per cent of surveyed users rating the services provided as good for increased efficiency and effectiveness of peacekeeping operations The Travel Clerk (GS (OL)) provides clerical support in the Passport and Visa Team that is responsible for the issuance of United Nations laissez-passers, family certificates, visa requirements and host country reporting The Travel Assistant (GS (OL)) provides administrative support in the Travel Analysis and Coordinating Team that is responsible for auditing and approving travel authorizations and lump-sum requests and assisting in making travel arrangements for groups of 20 or fewer passengers The administration of the Travel Unit provides extensive administrative support on travel, issuance of United	The Section's workload statistics indicated approximately 18 per cent of the transactions of the Passport and Visa Team are peacekeeping-related activities The Section's workload statistics indicated approximately 30 per cent of the transactions of the Travel Analysis and Coordinating Team are peacekeeping-related activities The Section's workload statistics indicated approximately 77 per cent of the transactions of the shipments team are peacekeeping-related activities	

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		(f) Preparing and coordinating major travel and transportation-related reporting to the various United Nations bodies including the General Assembly (g) Issuing United Nations travel documents for United Nations and specialized agency staff members, coordinating the issuance of host country visas, reports all personnel changes at Headquarters to the host country (h) Ensuring the provision of airline tickets, arranges clearance for firearms transportation for United Nations security officers of the Secretary-General's protection detail (i) Ensuring that deliveries to Headquarters are made in a timely and efficient manner, and that special courier services to the permanent missions are adequately provided for authorized officials (j) Managing United Nations Headquarters vehicle fleet at Headquarters, controls	Nations travel documents and visa requirements for DFS and peacekeeping missions, which include preparation of documents and attending meetings with the Office of Legal Affairs and the Office of Human Resources Management. In addition, the Chief manages the contract of the travel agency, which has 26 staff The Shipping Assistant (GS (OL)) provides administrative support in the shipments team, which is responsible for the arrangements of removal of household goods and personal effects (briefings, shipping and insurance registrations, insurance claims for household goods and personal effects and organizational, invoices, statistics) and 100 kg of personal effects for military observers and civilian police with a courier company The administration of the Transportation Operations Unit provides extensive administrative support for removal of		

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		the provision of office supplies to the Organization and the receipt of goods and equipment	household goods and personal effects to/from worldwide locations including shipments of 100 kg for civilian police personnel and military observers in the peacekeeping missions. The administrative duties include frequent meetings, liaising and preparing documentation for DFS and the personnel of shipping contractors and of Member States participating in troop rotation in peacekeeping missions		

D. Office of Internal Oversight Services

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Executive Office	1 P-3 3 General Service: 1 GS (PL) 2 GS (OL) Total: 4 posts	**ST/SGB/1997/5** The Executive Office assists the head of OIOS, and programme managers and staff members, in carrying out the financial, personnel and general administrative responsibilities delegated by the USG for Management, including the following: (a) Providing the support needed to programme managers to assist them to formulate the drafts of the proposed programme budget and financial performance reports, and assisting the head of the department/office to complete coordinated submissions to the Department of Management (b) Certifying the incurring of obligations and expenditures against the funds allocated to the department/office, in line with the Financial Regulations and Rules and related administrative instructions and allotment advices	The P-3 Officer and GS (PL) Administrative Assistant are responsible for financial and budgetary issues, including the review and analysis of data with respect to the finalization of: budget proposals, in terms of staff and non-staff requirements; budget performance submissions; and responses to ACABQ, Fifth Committee and to the Independent Audit Advisory Committee. They are also responsible for the review and certification of travel authorizations, as well as requisitions for goods and services. The P-3 Officer and GS (PL) Administrative Assistant are also certifying officers responsible for ensuring compliance with intergovernmental recommendations and decisions, as well as with United Nations policies and procedures The 2 GS (OL) Administrative Assistants provide support in the	Budget preparation (performance report, responses to ACABQ, responses to the Fifth Committee, responses to IAAC, etc.) and implementation (certify obligations and disbursements and ensure the observance of the applicable Financial Regulations and Rules) of an annual budget of approximately $23.5 million Administration (recruitment, entitlements, travel and visa, advice and clarification of United Nations Staff Rules and Regulations, etc.) of 150 staff (including 51 GTA at Headquarters (33), offices away from Headquarters (30) and peacekeeping operations (87)	With the expanded delegation of authority with regard to personnel arrangements, OIOS staff are assigned functions not performed by other executive offices, namely, provision of secretariat services to the oversight review bodies and administration of peacekeeping appointees. Other executive offices rely on the services of the central review bodies' secretariat provided by OHRM and on the Field Personnel Division concerning mission appointees

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		(c) Providing the support needed by the head of department/ office and programme managers in carrying out their responsibilities under the Staff Regulations and Rules and related administrative instructions in filling vacancies, promoting staff and other staff functions (d) Providing the support needed by the head of the department/ office and programme managers in appraising staff members of the department/office in accordance with applicable rules on performance appraisal (e) Assisting staff members of the department/office and/or their dependants in obtaining entitlements including those from the United Nations Joint Staff Pension Fund (f) Liaising with the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services on personnel,	administration of staff, assist in recruitment through Galaxy, initiate personnel actions, process entitlements and official travel, brief staff and coordinate with the OIOS field office for all necessary requirements. They are also involved in the recruitment and administration of consultants hired for specific work related to peacekeeping. They coordinate with OHRM, the Accounts Division, the Travel and Visa Section and the Cashier's Office as necessary, and provide advice and clarification of United Nations Staff Regulations and Rules to staff in the field		

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		financial and other services on behalf of the department/office (g) Carrying out other official administrative duties as assigned by the head of the department/office			
Investigation Division	Resident investigators: 2 P-4 1 FS Total: 3 posts	**ST/SGB/273 and ST/SGB/2002/7** The Investigations Division conducts administrative preliminary fact-finding investigations into reports of possible misconduct and transmits to the Secretary-General the results of those investigations together with appropriate recommendations The Division is mandated to undertake proactive investigations into high-risk operations or activities, especially with respect to fraud and corruption, and provide recommendations for corrective action to minimize the risk of exposure The resident investigators (GTA positions) report to the Chief of Section at the Nairobi Centre	Receiving and investigating reports of misconduct as well as conducting advisory and proactive investigations Drafting reports of investigation for transmittal to the Secretary-General the results of such investigations, together with appropriate recommendations to guide the Secretary-General in deciding on jurisdictional or disciplinary action to be taken	Investigate cases primarily located in peacekeeping missions	The Conduct and Discipline Unit of DFS maintains global oversight of the state of discipline and provides overall direction for conduct and discipline issues in field missions, including formulating policies, training and outreach activities and handling allegations of misconduct. These complement the role of OIOS for the development of policies on investigations no matter which office may undertake them, training United Nations and contingent personnel on investigation techniques and ultimately investigating possible misconduct that may initially be reported through the Conduct and Discipline Unit When such investigations relate to the conduct of contingent personnel, there is a division of

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					labour between OIOS and DFS in terms of coordination with Member States for the appointment of national investigations officers and the preservation of evidence in anticipation thereof The Conduct and Discipline Unit also develops policy guidance tools and mechanisms to monitor the application of United Nations standards of conduct and the implementation of policies and procedures in the field, while OIOS promulgates related tools for investigating possible contraventions of these standards In this regard, the Unit maintains and updates a misconduct tracking system recording allegations from inception to the closure of cases. The Unit depends on OIOS investigations to meet its reporting obligations
Inspection and Evaluation Division	2 P-4 Total: 2 posts	**General Assembly resolution 48/218, ST/SGB/273 and ST/SGB/2002/7** The Inspection and Evaluation Division is	The Director and Deputy Director (both funded from the regular budget) oversee the work of the Division on peacekeeping inspections and evaluations. In line	The Division provides evaluation support for the entire universe of peacekeeping which include those of all active peacekeeping missions as well as	The difference in responsibilities between the Inspection and Evaluation Division and the evaluation team in DPKO:

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		headed by a Director who is accountable to the USG for OIOS. Within OIOS, the responsibility for inspections and evaluation of Secretariat programmes is vested in the Division Inspections and evaluations provide reliable, timely and objective information to the General Assembly, and have been identified by the Secretary-General as a key tool to improve the effectiveness of the Organization in delivering on its mandates. The inspection and evaluation subprogramme helps to ensure that Member States, the Secretary-General and senior leaders have independent and evidence-based findings and recommendations on the Organization's work in order to support and facilitate strategic decision-making	with OIOS-wide efforts to strengthen oversight of peacekeeping operations, the Division has been focusing its work on both programme evaluations of peacekeeping missions and thematic evaluations covering cross-cutting aspects of peacekeeping work. Both types of evaluation assess the relevance, efficiency, and effectiveness (including impact) of peacekeeping operations, and provide objective and independent evaluative evidence that can contribute to strategic decision-making on peacekeeping mandates and activities The Division currently has 2 P-4 posts responsible for covering the totality of United Nations peacekeeping activities. With the current 2 P-4 posts, and based on current experience with the level of effort required to conduct programme evaluations of peacekeeping missions, the Division has to confine its peacekeeping oversight activities to only 2 programme evaluations each year	2 large Secretariat departments based at Headquarters (DPKO and DFS) The Division undertakes at least 2 evaluations per year which includes 1 programme or in-depth evaluation and 1 thematic evaluation of peacekeeping missions/operations Performance report for 2008/09: 2 evaluations undertaken The ratio of staff to programmes supported is roughly 1:18 (total of 37 programmes, including special political missions)	The DPKO evaluation team fulfils the requirement included within the Secretary-General's compact for all programmes to maintain a self-evaluation capacity to effectively evaluate all programmes and subprogrammes. DPKO evaluation activities focus on strengthening mission and programme management by reviewing mandate implementation, management practices, policy implementation, resource utilization and training activities of field missions and DPKO and DFS In comparison, the Inspection and Evaluation Division serves as the independent oversight body reporting to the General Assembly and the Secretary-General. Its evaluation activities focus on peacekeeping operations as a whole and assess their relevance, efficiency, and effectiveness (including impact) The Division and the DPKO evaluation team coordinate their

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
			The Division's anticipated workload for 2010/11 is 3 peacekeeping evaluations. These comprise 2 in-depth programme evaluations, addressing the attainment of broader peacekeeping objectives and results achievement in individual peacekeeping missions, and 1 thematic evaluation, addressing cross-cutting functional, organizational or policy issues that affect all (or several) individual peacekeeping missions		activities at the start of each year to ensure that there is no duplication of work and that the work is complementary
Internal Audit Division	66 Professional: 1 D-1 11 P-5 32 P-4 22 P-3 16 FS 8 General Service: 4 GS (OL) 4 NGS Total: 90 posts	**ST/SGB/273 and ST/SGB/2002/7** The core functions of the Division are as follows: (a) Conducting financial, operational and management audits for all United Nations activities under the administrative responsibility of the Secretary-General (b) Providing internal audit services as requested by separately administered funds and programmes (c) Conducting audits of programme output	In its review (A/63/703) of the OIOS 2009/10 peacekeeping support account budget, the Independent Audit Advisory Committee recommended that OIOS use the risk-based workplan as the basis to allocate resources. Accordingly, and in line with the Institute of Internal Auditors Practice Advisory, the Division's 2010/11 audit workplans are focused on: (a) unacceptable risks with minimal key controls or mitigating factors that require management attention;	The authorized posts are dedicated to providing audit services to peace operations worldwide with an approved budget of $7.9 billion, for all peacekeeping operations, UNLB and the support account, and comprising over 112,000 uniformed and civilian personnel presently in the field Reports specifically requested by the General Assembly: annual report to the Assembly on peacekeeping audit results and implementation of critical recommendations	The Internal Audit Division shares its annual audit plans with the Board of Auditors and the Joint Inspection Unit The Board of Auditors provides an opinion on the financial statements of the United Nations whereas, with respect to the OIOS internal audit, General Assembly resolution 48/218 B provides that the Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of

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		delivery as provided for in rule 106.1 (c) of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8) (d) Assessing the effectiveness of internal controls (e) Recommending measures to strengthen internal controls, to ensure compliance with legislative mandates, regulations and rules and policies and to enhance economy, efficiency and effectiveness of operations (f) Monitoring the implementation of agreed internal audit recommendations and reporting on the status thereof	(b) control systems on which the Organization is most reliant; (c) areas where the differential is great between inherent and residual risk; and (d) areas where the inherent risk is very high Reporting to the Director of the Internal Audit Division, the Chief of Peacekeeping Audit Service is responsible for overseeing resident audit offices in all peacekeeping missions that have such an office. In addition, the Service supervises the Peacekeeping Audit Coordination Section and the Headquarters Peacekeeping Audit Section The Service is also responsible for overseeing resident audit offices in UNAMI and UNAMA. It also provides audit coverage from Headquarters of DFS, DPKO, UNLB and other smaller peacekeeping and political missions such as MINURSO, UNMOGIP and UNMIN Of the total 90 authorized posts, 72 posts are based	Reports: 110 audit reports by resident auditors in peacekeeping missions 10 audit reports by United Nations Headquarters auditors Training: 1 professional development training programme One Chief Resident Auditors' annual conference Clients served: General Assembly, Independent Audit Advisory Committee, Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee All peacekeeping and field-based political and peacebuilding missions	financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization. JIU has a much broader mandate to conduct inspections and investigations All OIOS final reports are also copied to the Board of Auditors and JIU. In addition, OIOS holds periodic bilateral and trilateral consultations with the Board of Auditors and JIU in order to eliminate any duplication of efforts

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			in the resident audit offices at peacekeeping missions, and the remaining 18 posts are located at Headquarters. In addition to the D-1 Chief of Service, 5 posts (1 P-5, 2 P-4, 1 P-3 and 1 GS) are allocated to the Peacekeeping Audit Coordination Section, which reports to the Peacekeeping Audit Service and is responsible for: (a) review of audit plans and programmes; (b) review of draft and final reports; (c) review of risk assessments and annual workplans; (d) preparation of budgets and budget performance reports; (e) recruitment of resident auditors; (f) conduct of field visits; and (g) development of training programmes Nine posts (1 P-5, 4 P-4, 3 P-3, 1 GS) are allocated to the Headquarters Peacekeeping Audit Section, which reports to the Peacekeeping Audit Service, and provides audit coverage from Headquarters of DFS, DPKO, UNLB as well as		

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			other smaller peacekeeping and political missions, such as MINURSO, UNMOGIP and UNMIN. The Section is also responsible for coordinating with DFS, DPKO, DPA, DSS and the Procurement Division on cross-cutting issues arising out of audits in resident audit offices		
			One P-4 allocated to the ICT Audit Section to provide audit coverage of high-risk ICT activities in peacekeeping operations. Also, 2 GS (OL) administrative support staff are providing assistance in other sections of the Division		

E. Executive Office of the Secretary-General

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
Executive Office of the Secretary-General/Political, Peacekeeping and Humanitarian Affairs	3 Professional: 1 D-1 2 P-5 2 GS (OL) Total: 5 posts	The staff of the Office under the support account advise the Secretary-General and Chef de Cabinet on political developments; liaise with departments dealing with political, peacekeeping, disarmament and humanitarian affairs (including conflict prevention and peacebuilding, children and armed conflict, UNMOVIC, the Counter-Terrorism Executive Directorate/ Counter-Terrorism Committee and advises the Secretary-General, the Deputy Secretary-General and the Chef de Cabinet on these matters; reviews and clears reports to the Security Council and the General Assembly; liaises on Security Council matters; provides clearance of Secretary-General's statements; substantively reviews Secretary-General's correspondence; reviews and clears talking points for the Secretary-General's meetings; consults on the Secretary-General's speeches, as appropriate; monitors cables for the attention of the Secretary-General/Chef de Cabinet	The Deputy Director (D-1) supports the Director with sound and timely advice for the Secretary-General regarding peacekeeping matters; edits daily update for the Secretary-General based on inputs from other officers, summarizing key developments from missions and New York departments, and drawing to the Secretary-General's attention those issues which require his/her decision; managing a portfolio of priority issues and/or initiatives for the Secretary-General, while serving as primary focal point in the unit for related matters; reviewing and editing all draft reports and correspondence for the Secretary-General's signature, as well as speeches and talking points; liaising and coordinating with departments to channel information both from and to departments The 2 Senior Political Officers (P-5) review notes from departments, code cables and incoming letters on peacekeeping issues with a view to bringing to the Director's attention the most urgent and essential issues, assist the Director in liaising, coordinating and planning with departments dealing with	136 reports of the Secretary-General on peacekeeping issues (43 to the General Assembly and 93 to the Security Council) 1,197 sets of talking points related to peacekeeping issues 12 presentations to the Security Council on peacekeeping issues 196 notes and letters providing guidance to DPKO or peacekeeping missions	No other Secretariat entities perform similar functions Stakeholders are legislative bodies Clients are officers in DPKO and missions, Secretary-General and DSG The Office supports the Secretary-General in providing executive direction and overall policy guidance to DPKO and the missions. To this end, the Office concentrates on the setting of policy and plays a light coordination role, while ensuring proper oversight, while operational aspects are left to the line departments related to peacekeeping matters

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics in ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		and Deputy Chef de Cabinet, attends and follows up on the Secretary-General's meetings, as appropriate; monitors political developments, acts as focal point for regional groups and organizations, provides advice on the Secretary-General's scheduling priorities, carries out joint monitoring with the Legal Adviser on human rights and political developments, keeps track and provides advice on security issues as they relate to political developments, provides support to the Secretary-General's representatives for the alliance of civilizations	political, peacekeeping and disarmament affairs on their respective programmes related peacekeeping projects and activities, as appropriate, review position papers and reports requiring approval of the Secretary-General for presentation to intergovernmental bodies, such as the Security Council, the General Assembly and other policymaking organs, as appropriate, summarize reports and notes on peacekeeping issues for the Secretary-General; review briefing notes and talking points for meetings of the Secretary-General, Deputy Secretary-General and/or Chef de Cabinet/Deputy Chef de Cabinet on peacekeeping and security issues; respond to, review and/or prepare responses to comments, statements and queries from various stakeholders on peacekeeping matters		

F. Office of the Ombudsman

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
	5 Professional: 3 P-5 2 P-3 2 GS (OL) Total: 7 posts	The Office of the Ombudsman was established by the Secretary-General in 2002 pursuant to General Assembly resolutions 55/258 and 56/253 to make available the services of an impartial and independent person to address the employment-related problems of staff members, including, inter alia, matters pertaining to conditions of employment, administration of benefits, managerial practices and professional and staff relations matters. In the performance of his/her duties, the Ombudsman is independent of any United Nations organ or official. By its resolution 62/228, the General Assembly enhanced the services by creating a single, integrated and geographically decentralized Ombudsman structure which serves the Secretariat, funds and programmes; a Mediation Division to provide formal mediation services; and regional offices.	Under the overall guidance of the Ombudsman (ASG, regular budget) and the direct supervision of the Director of the Office of the Ombudsman (D-1, regular budget), the 7 staff funded from the support account service all peacekeeping personnel. In particular, the regional Ombudsmen (P-5) and Case Officers (P-3) in Kinshasa and Khartoum provide resolution of employment-related problems in at least 250 cases brought to the Office by staff in MONUC, UNMIS, UNAMID and MINURCAT. In addition, the Officers service cases from other missions as assigned by the Ombudsman. In accordance with General Assembly resolution 62/228, the P-5 Senior Conflict Resolution System Officer at Headquarters undertakes a cross-cutting review of all 400 cases received and makes practical recommendations to effect positive changes in the Organization. Such recommendations will be included in the annual report on the activities of the Ombudsman and Mediation Services to the General Assembly. In addition, the Senior Conflict Resolution	Case from peacekeeping personnel: 2008/09: 338 2009/10: 400 P-5 Regional Ombudsman, P-3 Case Officer and GS in Kinshasa (MONUC) service a population of approximately 4,000 staff in the Mission. With the full start-up of the regional branch in MONUC, the minimum expected number of cases received will be 100. Background: during a visit of an Ombudsman team to MONUC in April 2009, the office received nearly 60 cases during and after the visit. P-5 Regional Ombudsman, P-3 Case Officer, GS in Khartoum (UNMIS) serve a population of approximately 4,000 staff in UNMIS, approximately 4,000 staff in UNAMID and approximately 1,000 staff in MINURCAT. It is expected that the regional branch will receive a minimum	The Ombudsman and mediation function is unique in the Secretariat. There are no other entities that provide the same type of services based on the principles of confidentiality, neutrality, independence and impartiality. Instead, it is expected that a number of cases that staff currently address to other offices such as the Conduct and Discipline Unit and the Staff Counsellor due to the lack of an appropriate informal resolution mechanism will now be received by the regional Ombudsman branches.

Office/Division	Support account staffing establishment by grade/level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
			System Officer services about 50 complex cases as assigned by the Ombudsman All Officers serve as a link to the Mediation Division at Headquarters and promote informal and early resolution of conflicts as well as conflict resolution competence among staff through an active outreach campaign There is no existing capacity to service the remaining 100 cases (out of a total of 400) from staff in UNMIL (approximately 1,700 staff), UNMIT (approximately 1,400 staff), MINUSTAH (approximately 2,000 staff), UNOCI (approximately 1,000 staff), MINURSO (approximately 200 staff), UNMIK (approximately 400 staff), UNFICYP (approximately 150 staff), UNIFIL (approximately 1,000 staff) and UNDOF (approximately 150 staff)	number of 150 cases. During a visit of an Ombudsman's team to UNMIS and UNAMID in May/June 2009, the office received about 60 cases during and after the visit The number of cases received during and shortly after the office's field visits to MONUC, UNMIS and UNAMID indicates that several issues were festering and surfaced only when in-person consultation was available to staff. Thus these issues could be addressed effectively The P-5 Senior Conflict Resolution Systems Officer undertakes a review of a minimum of 400 cases to identify system issues. Further, the incumbent services about 50 high-risk cases as assigned by the Ombudsman	

G. Office of Legal Affairs

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
Office of the Legal Counsel	2 Professional 1 P-5 1 P-4 1 GS (OL) Total: 3 posts	**ST/SGB/2008/13** The Office of the Legal Counsel, often in collaboration with the General Legal Division, provides legal support and assistance to peacekeeping matters principally in 5 main areas: (a) Legal assistance with respect to the establishment of new peacekeeping missions, including matters such as the preparation of status of mission agreements and status of forces agreements and their supplementary arrangements, memorandums of understanding and other agreements with third countries, arrangements with other armed forces providing military support to the mission, rules of engagement, directives on use of force and detention, standard operating procedures, etc. (Often the Security Council stipulates that the status of mission/status of forces agreements be concluded within 30 days following the	The Senior Legal Officer (P-5) reports to the Principal Legal Officers and to the ASG for Legal Affairs on all aspects of the provision of legal services and support for the Organization's peacekeeping operations. The First Legal Officer (P-4) reports to and assists the Senior Legal Officer, the Principal Legal Officers and the ASG for Legal Affairs on all aspects of the provision of legal services and support for the Organization's peacekeeping operations.	During the 2008/09 period, the Office handled more than 470 legal matters relating to the Organization's peacekeeping activities. Such legal support related to the legislative aspects of peacekeeping operations, their governance and the applicability of United Nations regulations and rules, institutional and operational arrangements (e.g., negotiation and conclusion of status-of-forces agreements and status-of-mission agreements), as well as general questions of public international law and rules of engagement, investigations into allegations of serious violations of international humanitarian law, maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and administrative bodies, and the legal aspects of	No other Secretariat units provide centralized legal support. Legal offices and lawyers assigned to peacekeeping missions do not have the mandate to deal with legal matters dealt with by lawyers of the Office of the Legal Counsel, such as maintenance of the privileges and immunities of the Organization, negotiation of intergovernmental agreements, interpretation of mandates and other centralized legal support services that have not been delegated to such field legal offices and which must be handled at Headquarters by the Office of Legal Affairs.

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions, and summary of differences in activities
		resolution authorizing the deployment of the mission.)		security, including the promulgation and application of the United Nations Field Security Handbook	
		(b) Provision of day-to-day legal advice to ongoing peacekeeping operations on a broad range of legal issues arising out of the work of peacekeeping operations, including interpretation of Security Council mandates, application and enforcement of status of mission/status of forces provisions, maintenance of the Organization's privileges and immunities, security and safety, conduct and discipline, international humanitarian law, boards of inquiry, review of standard operating procedures and directives, etc		The total number of work-months spent in providing such legal support by lawyers in the Office of the Legal Counsel was equivalent to approximately 6 Professional posts. The Office has also had to provide advice and to prepare legal documents related to the United Nations partnership with regional organizations in the conduct of peacekeeping operations (partnership arrangements with the AU with regard to UNAMID, United Nations support package for the AU Mission in Somalia, exchange of letters with the EU with respect to cooperation between MINURCAT and EUFOR in Chad)	
		(c) Provision of legal advice concerning the winding up and transitioning of missions, which often entails a steep increase in requests for legal assistance			
		(d) Provision of legal advice on all aspects of United Nations involvement in transitional administration, such as UNMIK			

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
		(e) Assistance for reform measures, including with respect to legal aspects involved in eliminating sexual exploitation and abuse in peacekeeping operations and ensuring accountability of members of peacekeeping operations for crimes committed in the mission area			
General Legal Division	11 Professional: 4 P-5 5 P-4 1 P-3 1 P-2 1 GS (OL) Total: 12 posts	**ST/SGB/2008/13** The General Legal Division, often in collaboration with the Office of the Legal Counsel, provides a wide range of legal services and support for the Organization's peacekeeping operations, including the provision of legal support relating to: (a) Logistics support arrangements for peacekeeping operations, including commercial procurement activities, as well as arrangements with Member State Governments and other peacekeeping partners (e.g., the African Union and the European Union), and trilateral arrangements whereby	The 4 Senior Legal Officers report to the Principal Legal Officers and to the Director of the Division and coordinate the provision of legal support and services in respect of all aspects of the Division's provision of legal services and support for the Organization's peacekeeping operations The 7 Legal Officers assist the Senior Legal Officers, the Principal Legal Officers and the Director of the Division in respect of the provision of legal support and services concerning all aspects of the provision of legal services and support for the Organization's peacekeeping operations	During the 2008/09 period, the Division handled more than 1,320 legal matters relating to the Organization's peacekeeping activities The resources of 11 Professionals provided to the Division from the support account are necessary to meet the demands made upon the Division for legal support and services, which has consistently exceeded more that 47 per cent of the Division's workload, the equivalent of 11 Professional-level work-years. In addition to the increasing volume of requests for legal services being made upon the Division in support of peacekeeping operations, the types of requests for such	No other Secretariat units provide centralized legal support Legal offices and lawyers assigned to peacekeeping missions do not have the mandate to deal with legal matters dealt with by General Legal Division lawyers, such as complex logistical support arrangements being coordinated at Headquarters by DFS and OCSS, claims against the Organization arising from peacekeeping arrangements, maintenance of the privileges and immunities of the Organization, interpretation and application of the administrative law of the Organization and other

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or basis of staff to clients served	Office for internal entities performing similar functions and summary of differences in activities
		the Organization must assume responsibility for equipment to be provided to a peacekeeping contingent by a country that is not a participating State in a particular operation, or where such a non-participating country provides commercial contract personnel to service equipment supplied to contingents in a United Nations peacekeeping operation (e.g., UNAMID). Such support requirements ranging from the establishment and operation of peacekeeping logistical bases, to the provisioning of essential goods and services to peacekeeping operations in the field, including camp accommodation support services, telecommunications and information technologies, supply and distribution of fuel and petroleum products, as well as food and rationing, and air and sea transportation requirements		support have also become far more complex and time-consuming due to the increasingly complicated nature of peacekeeping operations. Examples of such complex logistics support transactions include the turnkey commercial contracts for the provision and distribution of fuel and food rations in support of UNMIS, UNIFIL, MINUSTAH and MONUC, the multi-purpose logistics support arrangements with Member States, the African Union and the European Union in support of UNAMID and MINURCAT. Such logistical arrangements involve hundreds of millions of dollars in contractual liability to the Organization, as well as the potential for substantial additional liability from claims arising from such activities	centralized legal support services that have not been delegated to such field legal offices and which must be handled centrally by the Office

Office Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
		(b) Maintaining the privileges and immunities of the Organization with respect to the Organization's tax and import and export exemptions and in connection with the immunities applicable to the Organization's assets and personnel			
		(c) The interpretation and the application of the Organization's administrative law in peacekeeping operations, including the interpretation and application of the Staff Regulations and Rules, the Financial Regulations and Rules, and relevant policies and practices, such as banking, asset custody and treasury operations, relating thereto			
		(d) Complex claims, arbitrations and other litigation arising out of peacekeeping operations, including commercial claims by contractors and claims by third parties for property damage or loss and personal injury or death			

Office/Division	Support account staffing establishment by grade/level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
		(e) Application of security arrangements, including in respect of facilities management and logistical operations and activities			
		(f) Institutional and management arrangements relating to peacekeeping operations, including ongoing reforms			

H. Department of Public Information

Office/Division	Support account staffing establishment by grade level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
Peace and Security Section (PSS), Strategic Communications Division	2 P-4 Total: 2 posts	The Strategic Communications Division consists of the Information Centres Service and the Communications Campaigns Service, which in turn consists of the Peace and Security Section, the Development Section, the Palestine, Decolonization and Human Rights Section, and the Africa Section. The goals of the Communications Campaigns Service are: (a) To devise effective communications strategies on priority issues which broaden support and understanding for the work of the United Nations (b) To increase awareness of key thematic issues among target audiences through the implementation and adaptation of communication strategies globally and customized to meet the needs of regional and national audiences	At a time of ever-growing demands and new challenges, the 2 posts within the Peace and Security Section, working closely with DPKO and DFS, are fully dedicated to strategic communications guidance and backstopping of public information components of the ongoing, planned or expanded United Nations peacekeeping operations. The incumbents report to the Chief of Section. Their main functions are as follows: provide public information components of United Nations peacekeeping operations with strategic guidance, advice and support in formulating and implementing public information strategies; participate in mission planning and assessments, including in situ, of public information field requirements and capacity; provide backstopping support to public information components of new and	Each of the 2 incumbents deals with several relevant staff members of each field peacekeeping mission and appropriate units within DPKO and DFS. The approximate ratio would be 1 staff member for 50 or more client staff	By its resolution 61/279, the General Assembly established within DPKO the Public Affairs Section for DPKO and DFS. This Section focuses mainly on the communications support to the leadership of DPKO and DFS, and internal communications for the 2 Departments to ensure that all messaging and activities are well coordinated and consistent with departmental priorities. DPI, DPKO and DFS closely collaborate on backstopping support to public information components of peacekeeping missions (planning, staffing of newly established, ongoing and expanded operations), implementing mutually complementary but distinct functions. The original division of responsibilities between DPI and DPKO may be found in document A/55/977, annex M. With the rapid growth of United Nations peacekeeping, increasing complexity of

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		(c) To provide communications and operational support to United Nations regional information centres, United Nations Information Centres, information services and offices to enhance awareness of key United Nations priority issues (d) To facilitate improved communications coordination across the United Nations system, to promote understanding of the Department's work to ensure continued support for communications activities by Member States (e) To provide communications guidance, planning and backstopping to the information components of United Nations peace missions to raise awareness at the local and international levels about the role and activities of the United Nations (f) To foster enhanced synergy within DPI to ensure successful implementation of	ongoing operations, including in the area of communications strategy, staffing and budgeting; liaise with DPKO and DFS on matters related to public information in the field; organize and direct specialized training for the current and identified public information personnel for possible deployment in United Nations peacekeeping missions; provide content and ongoing maintenance for United Nations Headquarters websites for peacekeeping missions and assist in developing the local mission websites The workload between the 2 posts is distributed evenly among all ongoing field missions, subject matters and field-oriented special projects. The functions and working methods are arranged in such a way that incumbents are interchangeable and can back each other up in case of the absence of 1 of them. The 2 posts are very well integrated into the structure and work of the Peace and		mandates and expanding communications tas... the division of responsibilities has been constantly reviewed and appropriately revised to meet new challenges. This is being done through the work of the interdepartmental Public Information Working Group, co-chaired by DPI and DPKO

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		communications strategies The Peace and Security Section is responsible for covering a variety of issues, including peacekeeping, peacemaking, peacebuilding, conflict prevention, counter-terrorism, disarmament, and a number of other peace- and security-related matters currently on the United Nations agenda. Among the services the Section provides are: development of communications strategies relating to peace and security issues; design and production of public information materials on peace and security matters; media relations; public information support for intergovernmental conferences and meetings; and observance packages for special events such as the International Day of Peace and the International Day of United Nations Peacekeepers. The Section participates in planning for the public	Security Section and the Strategic Communications Division. The incumbents act as liaison with the News and Media and Outreach Divisions in supporting and multiplying communications activities of the United Nations peacekeeping apparatus. They also work closely with DPKO and its various divisions and units, as well as DFS, particularly with personnel, logistics and IT and Conduct and Discipline Units		

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		information components of United Nations peace field missions, and provides strategic communications and backstopping support to peacekeeping and political field offices. It also prepares guidance for briefers and the media on peace and security matters, designs training courses for peacekeeping public information staff and maintains the United Nations website on peacekeeping			
TV Section, News and Media Division	1 P-2 1 G-6 Total: 2 posts	**ST/SGB/1999/10** The Television Section is headed by a Chief who is under the general supervision of the Chief of the Radio and Television Service. The Section consists of the TV production, TV News and Facilities Unit, and the Webcasting Unit In accordance with the functions of the Service, the TV Section: (a) Produces and distributes live television coverage of events at United Nations Headquarters (b) Creates television products for	The TV Producer (P-2) coordinates all DPKO contributions from its missions around the world, formats the material, writes and fact-checks the scripts, works with engineers to edit pieces and makes sure they are posted on the UNifeed website and sent on the daily satellite feed. The producer will also produce DPKO stories for "UN in Action" and "21st Century" and for non-broadcast purposes The Production Assistant (GS (OL)) researches stories, arranges for delivery of field material, collects	15 stories per month on topics related to peacekeeping produced and distributed by satellite to more than 560 broadcasters, including 500 clients of the Associated Press Television News, as well as 60 members of the European Broadcasting Union Reformatting and uploading of 15 stories per month to the Web in broadcast-quality for download by broadcasters 5 feature stories a year for the "UN in Action" series and distribution to broadcasters worldwide	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		international distribution, including "UN in Action", "21st Century", video documentaries, public service announcements, short features and video materials to promote United Nations conferences and events (c) Engages in co-productions with both broadcasting organizations and with partners in the United Nations system (d) Provides production services and facilities to radio and television broadcast journalists (e) Provides live and on-demand webcast of events and meetings	visual elements for DPKO stories, transcribes interviews and handles clerical functions	Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries as needed	

I. Department of Safety and Security

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
Division of Regional Operations/Threat and Risk Capacity Section	1 P-4 Total: 1 post	**Based on a draft Secretary-General's bulletin that is currently pending approval** The Threat and Risk Assessment Unit is responsible for global and regional threat assessments, specific security risk assessments for high-profile events and venues, threat and risk assessments for most senior United Nations officials, development of analytical tools for analysis and assessments, professional training of security analysts, dissemination of critical security information, analytical support to the crisis management in emergency situations	Develop, follow up and update strategic threat assessments for DPKO-directed missions addressing risks of emerging security situations and senior United Nations officials in or travelling to DPKO-directed missions	8 field operations 2 training courses to be delivered 8 other assessments (minimum) (a) Development of monthly strategic assessments, including information collection, collation and analysis, field mission liaison and consultations — 1 month each (b) 2 training courses (c) Development and update of methodology for training, including modalities and procedures — 1 month (d) Other assessments — 1 month Workload total — 11 months	None
Division of Regional Operations/Peace Operations Support Section	9 Professional: 1 P-5 4 P-4 4 P-3 2 GS (OL)	**Based on draft Secretary-General's bulletin that is currently pending approval** The Peacekeeping Operations Support Section within the Division of Regional Operations is the lead DSS element that	The Senior Security Coordination Officer (P-5) is the Chief of Section and oversees the work of the Section 4 operational teams (1 P-4 and 1 P-3 per team) are primarily responsible for safety and security in DPKO missions and 3 DFS service centres:	Total number of reports from security and technical assistance visits 2009/10: 41 Number of workshops hosted: 1 Field operations 2009/10: 15 Security Coordination	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		provides daily security support to DPKO and DFS in New York and to DPKO-directed peacekeeping missions, United Nations agencies, funds and programmes within integrated peacekeeping missions or in areas where the Head of Mission is the designated official for security; UNLB; and the United Nations Support Base at Valencia, Spain, in order to increase efficiency and effectiveness of United Nations operations while ensuring the safety, security and well-being of those persons for whom the United Nations security management system is applicable	**Team 1 — MONUC, UNOCI, MINUSTAH; Team 2 — UNMIL, UNMIT, UNMOGIP, MINURSO; Team 3 — UNIFIL, UNDOF, UNTSO, UNFICYP, UNMIK; Team 4 — UNMIS, UNAMID, MINURCAT and 3 DFS service centres**	**Officer Mission ratio: 1 Security Coordination Officer to 2.25 field operations**	
Division of Headquarters Security and Safety Services/Headquarters Security and Safety Services/(Mission Support Unit)	2 Professional: 1 P-3 1 P-2 3 SS Total: 5 posts	**Based on a draft Secretary-General's bulletin that is currently pending approval** The Training and Development Section is responsible for managing the development and implementation of a United Nations security management system; developing training objectives, standards	The responsibilities of the Training Coordinator (P-3) include: supervising the scheduling and presentation of security training programmes to peacekeeping missions worldwide The Associate Training Officer (P-2) reports to the Training Coordinator and is responsible for planning of DPKO mission training and	Clients served — approximately 1,400 international and 2,200 national United Nations security officers serving in peacekeeping missions 1 working day: 8 man-hours 1 working month: 20 man-days 1 working year: 10 man-months: vacation, sick days and assignment to	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		and programmes for all actors in the United Nations security management system as identified in the framework for accountability for the United Nations security management system; evaluating the skill requirements and identifying training needs for security management; delivering training as specified by the United Nations security management system-wide security training strategy; and evaluating and validating security training programmes against the established standards and policies, as well as their ongoing relevance to ensure they meet the needs of the United Nations security management system	ensuring that training records are maintained and ensuring consistency of training within missions and fulfilment of training requirements Three Training Instructors (Security Service category) are responsible for training, such as in use of force and firearms, close protection teams for both Member States and field missions, personal defence tactics and other security-related functions for field operations	the General Assembly excluded Number of instructors: 3 (plus 2 mainly in management and administrative positions) Based on overseas missions in 2008/09: 238 days (1,904 hours) divided among 3 instructors The calculation does not include preparation and administration time; development or evaluation of training; research; the provision of training support and guidelines to missions; or instructor skills development	
Division of Field Support Services/Critical Incident Stress Management Unit	1 P-4 Total: 1 post	**Based on draft Secretary-General's bulletin that is currently pending approval** The Critical Incident Stress Management Unit is responsible for developing and implementing a comprehensive United Nations policy regarding	The Counsellor (P-4) provides technical advice and support to all mission staff, including senior and line managers, in critical incident stress management and prevention in all peacekeeping and DPA administered missions. He/she provides support	Organize peer helper training: 6 weeks x 5 days Conduct certification training for counsellors in their respective regions: 7 weeks x 5 days Coordinate the critical incident stress management response in	The Staff Counsellors Office provides pre-deployment briefing training and post-deployment training for staff. Its activities deal with the well-being of staff from Headquarters preparing to deploy to the field and staff coming to Headquarters from the field

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions, and summary of differences in activities*
		the management of critical incident stress; ensuring inter-agency coordination regarding critical incident stress management; providing rapid professional response to critical incidents, as well as stress management training for staff members of the United Nations security management system Under the supervision of the Chief of the Unit, the DPKO P-4 counsellor will build the capacities of DPKO administered missions on critical incident stress management and prevention through training of staff, of senior managers of peer helpers in order to create critical incident stress intervention cells. The counsellors respond and follow up on the critical incident stress cases and make sure that such assistance is available They assess the situation of stress among staff and provide to managers advice on measures to mitigate the impact of	to Headquarters on all psychosocial-related issues and travels to 9 peacekeeping operations to conduct needs assessments and provide training, coordination and/or response to critical incidents	the field: 3 weeks x 7 days Critical incident stress management response coordination from Headquarters and services to staff and families: 15 weeks x 5 days x 5 hours/day Conduct needs assessments related to critical incident stress management and prevention Provision of technical advice and psychosocial services to affected staff during hostage-taking (MINUSTAH, MONUC, UNMIS) 3 x 30 days x 5 hours a day Review or design of job descriptions and clearance of DPKO counsellors 8 hours per week x 40 weeks Support DPKO Integrated Training Service by providing induction briefing for newly recruited DPKO staff 5 days x 5 sessions x 8 hours	The Unit deals with field staff and works at a more global and comprehensive level

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
		psychosocial issues on staff well-being, counsellors provide technical advice supervision to DPKO field counsellors. They also liaise with the local mental health professionals, United Nations and local medical doctors and United Nations Administration Officers in order to build a network of professionals ready to support and intervene in case of a disaster			
		Counsellors consolidate the reports of DPKO field counsellors, analyse trends and propose policies and procedures to improve and harmonize the psychosocial services provided to United Nations staff			

J. Office of Information and Communications Technology

Office/Division	*Support account staffing establishment by grade level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
Infrastructure Management Service	1 P-2 1 GS (PL) Total: 2 posts	**Based on a draft Secretary-General's bulletin that is currently under preparation**	Reflects the approved transfer of 2 posts (1 P-2, 1 GS (PL)) from the Information Technology Services Division of the Department of Management, effective 1 January 2009 pursuant to General Assembly resolution 63/262 The Information Systems Officer (P-2) provides technical support and guidance to the administrative staff in the Electronic Messaging Group, supervises and streamlines the day-to-day operations of the Group to provide support to field missions, to liaise with field offices to achiev better coordinated service delivery and to closely monitor and implement change management requests from peacekeeping operations The Assistant (GS (PL)) continues to operate the front office for the secure communications service and provide coverage on a round-the-clock basis. In this	More than 60 per cent of all encrypted traffic at Headquarters originates from or is destined for peacekeeping operations	

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
			connection, it should be noted that the Electronic Messaging Group provides administrative, logistical and technical support to all users of secure equipment, such as encryption equipment enabling coded fax and voice communication; provides communications and physical and operational security; ensures timely synchronization of all secret key-changes throughout the network to maximize communications security and prevent delays in the transmission or reception of classified information		
			The other staff in this Unit are funded from the regular budget		
Field Systems Service	9 Professional: 3 P-4 4 P-3 2 P-2 1 GS (OL) Total: 10 posts		Reflects the approved transfer of 10 posts (3 P-4, 4 P-3, 2 P-2/P-1, 1 GS (OL)) from the Information and Communications Technology Division of DFS, effective 1 January 2009 pursuant to General Assembly resolution 63/262, to address the following key strategic technology areas for the field: the enterprise content	Ratio of staff to clients served: 1 Officer to 2 peacekeeping operations	The Office is responsible for providing overall computing, telecommunications, office automation, management of enterprise-wide systems, software and hardware support and infrastructure support at Headquarters and, in cooperation with DPKO as appropriate, for leased lines and satellite

Office/Division	*Support account staffing establishment by grade/level*	*Functions and organization*	*Description of workload distribution*	*Workload statistics or ratio of staff to clients served*	*Other Secretariat entities performing similar functions and summary of differences in activities*
			management system and the customer relationship management system; the implementation of fuel and rations management systems, the enterprise information portal and the identity management system The current workload is distributed as follows: (a) 4 Officers (1 P-4, 2 P-3 and 1 P-2) are dedicated to developing and implementing enterprise content management solutions for field operations, including the peacekeeping reporting framework; the policy and practice database; the information portal; and the e-Portfolio for supporting the ICT governance and project management framework (b) 3 Officers (1 P-4, 1 P-3 and 1 P-2) are dedicated to developing and implementing standard resource management solutions for field operations, including customizing and deploying a fuel management system; acquiring and customizing a rations		communications to the overseas duty stations The Office also provides application and infrastructure support for enterprise-wide systems such as IMIS, Galaxy, ODS, iSeek and e-mail, as well as consulting and advisory services to all offices of the Secretariat, and undertakes research and development of new technologies Fundamental differences: OICT focuses on policy formulation for the Secretariat and personnel located at Headquarters, offices away from Headquarters and regional commissions It is responsible for the harmonization of ICT services for the Organization Information and communications technology counterparts: stakeholders are legislative bodies Clients are personnel in DPKO/DFS at Headquarters and field

Office/Division	Support account staffing establishment by grade/level	Functions and organization	Description of workload distribution	Workload statistics or ratio of staff to clients served	Other Secretariat entities performing similar functions and summary of differences in activities
			management system; supporting the Galaxy system; assisting the Service in implementing the Global Warden system (c) 2 Officers (1 P-4 and 1 P-3) are dedicated to developing and implementing standard customer relationship management solutions for field missions, including ICT service desks, verification of contingent-owned equipment, telecommunication billing, identity management system for secure authentication to United Nations applications through the central repository of all United Nations and non-United Nations personnel (d) 1 GS (OL) post provides administrative support for the Service, including assistance in procurement, finance and human resources matters; time and attendance monitoring; meeting support and correspondence tracking		operations, including military and police forces, and donors Environment: hostile environments during conflict situations Services: broader spectrum of services (i.e. radio communications, radio locations, enterprise content management, radar, intelligence-gathering systems, etc.) and faster deployment cycles with a managed reserve (strategic deployment stocks) OICT counterparts: ICT units in the Secretariat departments and offices, offices away from Headquarters, regional commissions, United Nations Tribunals and field missions (enterprise systems) Clients: permanent missions, Secretariat departments and offices, offices away from Headquarters, regional commissions, United Nations Tribunals and field operations (enterprise systems)